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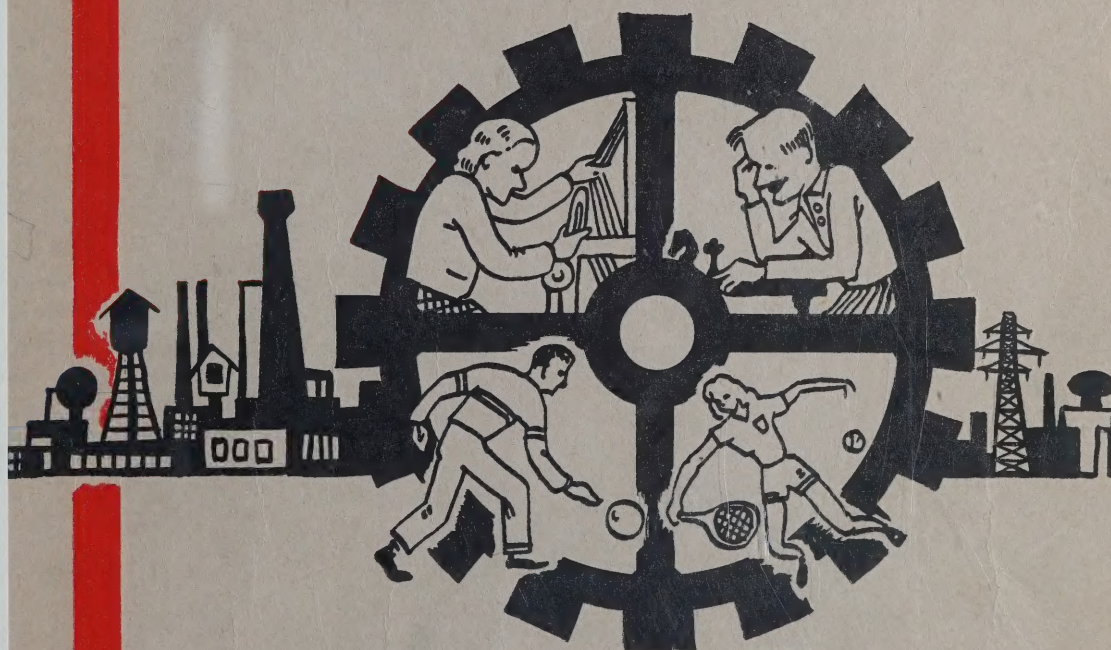
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In Industry



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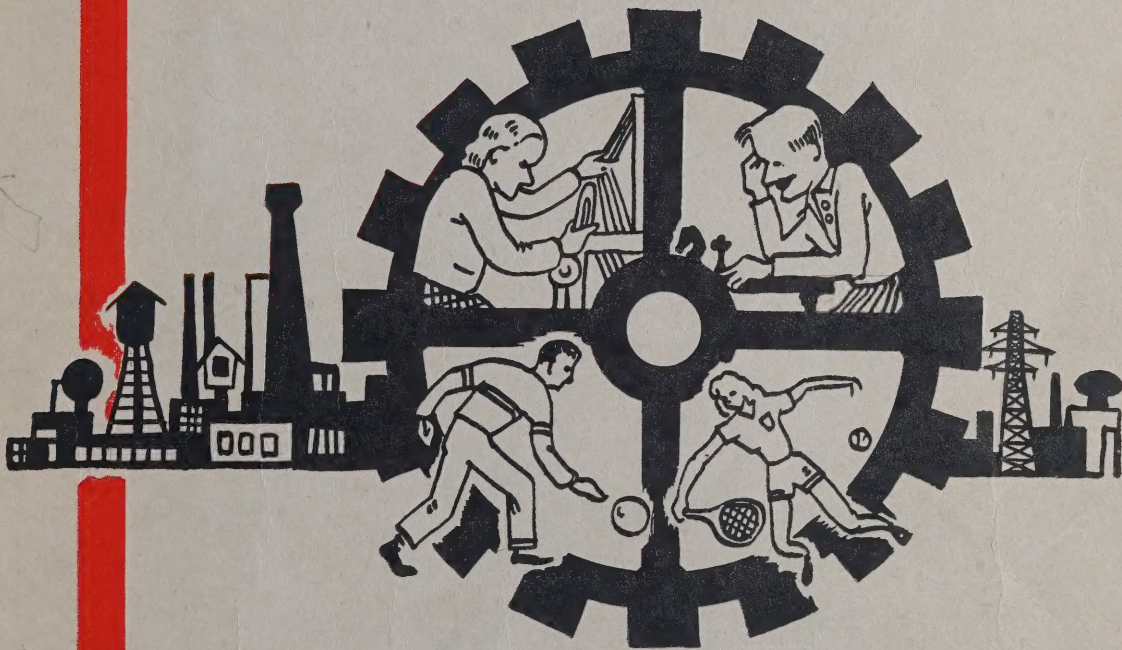
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RECREATION IN INDUSTRY

A report on a survey of recreation programmes
in manufacturing industries in Ontario

Prepared by the
COMMUNITY PROGRAMMES BRANCH
of the
DEPARTMENT OF EDUCATION

Issued by authority of
THE MINISTER OF EDUCATION
1951

THE COMMUNITY PROGRAMMES BRANCH

gratefully acknowledges

the assistance received in conducting this survey and preparing this report, from Mr. J. B. Metzler, Deputy Minister of the Ontario Department of Labour; Mr. F. J. Lyle, Director, Trade and Industry Branch, Ontario Department of Planning and Development; and to Mr. H. J. Chater, Provincial Statistician.

The Branch is also greatly indebted to the 470 manufacturing companies reporting to the questionnaire and to those granting personal interviews whose names are listed at the end of the report.

RECREATION IN INDUSTRY

IN ONTARIO

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THE COMMUNITY PROGRAMMES BRANCH

of the

ONTARIO DEPARTMENT OF EDUCATION

provides

Advisory services to community organizations conducting recreation and adult education programmes.

Annual grants to municipal councils operating public recreation services.

Sponsorship or co-sponsorship of training courses for leaders in various educational-recreational activities.

Periodicals, booklets and technical bulletins to promote the development of free-time educational-recreational activities.

The personal services of technical advisers in the following fields:

- Social Recreation
- Physical Recreation
- Drama
- Arts and Crafts
- Films and Radio
- Family Relations
- Publications and Publicity
- Municipal Organization for Recreation
- Citizenship Training
- Parks and Recreation Facilities
- Surveys and Research
- Employee Recreation

These advisory and technical services are available to industries interested in employee educational-recreational programmes.

For further information about these services write to

COMMUNITY PROGRAMMES BRANCH

DEPARTMENT OF EDUCATION

206 Huron Street, Toronto, Ontario

Recreation in Industry

"We feel that a good employee recreation programme is the best formula for cementing employee relations and employee-management relations. Recreational activity is the only way that we have in a large company to get to know the other fellow. Our employees work in harmony and it is our opinion that our well-organized recreational and sports activities play a large part in attaining and maintaining this harmony. Management knows the value of such a programme and backs it wholeheartedly."

Frigidaire Products of Canada Limited.

Introduction

Fifty years and two major wars have made a radical change in Canadian economy and in no other part of Canada has the change been as radical as in Ontario. From a province dependent upon agriculture and the development of its natural resources, Ontario has become the industrial province of Canada. Now manufacturing industry supplies the greatest proportion of Ontario's wealth and provides employment for over one-third of the total labour force. Any factors therefore which affect industry or the lives of industrial workers are of prime importance to this province.

Fifty years and two major wars have also seen a radical change in the generally prevalent attitude towards workers in industry. At the turn of the century it was a commonly accepted belief that management's responsibility ended when wages had been paid for work performed. Gradually public consciousness of social responsibilities developed and legislation concerning industrial health and safety programmes, Workmen's Compensation, and regulations governing hours of work and minimum wages, came into effect. Responsible management became interested in the welfare of the workers and their families when in need — and even when unemployed — thus community welfare projects and unemployment insurance received its support. Now management realizes that a worker's performance on the job depends to a large extent upon the way he spends the remainder of his time and so management's interest extends beyond the working hours to the leisure hours, and beyond the workers themselves to the whole community.

Changes in industrial patterns over the past half-century have had marked repercussions on the workers themselves. From small industries where a personal relationship existed between employers and employees and where each worker had scope for his creative ability and craftsmanship and shared a common bond with his fellow workers towards their employer and to the community, huge industries have developed where workers are numbered in hundreds or even thousands, where mechanization and assembly line techniques replace individual

craftsmanship with monotonous repetitive jobs, and where the worker often has little personal relationship with his fellow workers, much less his employers. Even his identity with the community is lost when war industries necessitate the transfer of thousands of workers to industries in new locations and when many workers live in one community and work in another.

Increased industrialization and the pressure of organized labour have reduced working hours and increased leisure time. Over the course of the past century, prevailing hours of work have been halved and available leisure time is estimated to have increased from about ten hours weekly to as much as seventy hours. The present trend in industry is towards still further reductions in hours of work. During this period also, there have been radical changes in community and domestic life. Increased urbanization, less personal living space, smaller families and the gradual removal from the home of such domestic crafts as gardening, dressmaking, carpentry or shoemaking have eliminated many of the outlets for the wholesome use of this increasing leisure time. Leisure time for industrial workers has become a reality for which provision must be made.

Modern industry, in spite of higher wages, shorter hours and greater social security, suffers from a widened gap between employer and employee, a weakened bond between fellow workers, a lack of opportunity for individual recognition and personal development, and a lack of a strong community relationship. Increased leisure time however, presents a challenge through which some of these defects in industrial and community life can be alleviated. Recreation programmes for workers in industry are one way of meeting this challenge.

* * *

Recreation programmes for industrial workers are not a new idea. In Great Britain and the United States, large companies, recognizing the value of employee recreation, have operated programmes of various sorts for many years. When these companies established branch plants in Canada, they followed the example of their parent companies and organized

employee recreation programmes. For example, The Goodyear Tire and Rubber Co. of Canada Ltd., Canadian Kodak Company Ltd., International Business Machines Ltd. and Canadian General Electric Co. Ltd. have had organized employee recreation programmes for over twenty-five years. Many companies have made large capital investments in recreational areas and facilities. A Canadian company, the T. Eaton Company Limited, has had a paid recreation director for over thirty years and maintains a club-house as well as a holiday camp for its female employees.

Employee recreation received its greatest impetus during the two wars. A competitive labour market, as well as the concentration of employees in large war industries where thousands of workers lived in hostels, or in new communities far from their homes, forced private industries and Crown plants to organize employee recreation activities. It was found that employees working long hours on shifts and frequently on hazardous jobs, benefited greatly in health and morale from leisure time recreation. During the first war the Y.M.C.A. sent recreation leaders to war plants to operate activities during noon hours and after shifts. During the second war the Federal Government recognized employee recreation as a direct asset to morale and an indirect asset to production, and provided paid leadership for recreation programmes in Crown companies engaged in the manufacture of war materials. For instance, the Aircraft Industries Relations Committee included employee recreation in its functions.

Partly as a result of the impetus given by the war to employee recreation, most industries in Ontario with over fifty employees now have some recreational activities and many of them have comprehensive well-organized programmes. It is estimated that in 1948 industries in the United States spent \$163,000,000 on employee recreation. In Ontario, industries are spending, in operating costs alone, at least \$2,500,000 each year on employee recreation.

Now that the threat of another war may necessitate the mobilization of industry for war production, recreation in industry assumes a very important role in the whole field of community recreation. The Community Programmes Branch of the Ontario Department of Education is now operating as the official governmental body concerned with community recreation, and as such it might logically be expected to provide advisory services on employee recreation where war industries exist at present or may be established in the future.

Aside from the development in community and industrial recreation programmes which may arise from another war, recreation in industry is here, it is here to stay, and in all likelihood it will greatly increase. Industrial or employee recreation is going to become an increasingly important part of community recreation, and the Community Programmes Branch and the municipal recreation directors — to mention only those with whom this report is primarily concerned — will be called upon to play an increasingly important part in this work.

What is Meant by Industrial Recreation

There are many popular misconceptions regarding recreation in industry. Industrial or employee recreation is not any special form of recreation. It consists of the usual activities. These activities however, are organized by, and operated for, a group of people who have a bond of relationship through a common work situation. Like any other group of people who have a bond of relationship through a school, church or club, they may gather together for recreation in their free time. Just as recreation carried on through schools, churches and clubs is part of the whole field of community recreation, so also is industrial or employee recreation a part of community recreation.

Let us examine very briefly some of the most frequently cited misconceptions about employee recreation. Those which enjoy the greatest circulation are those which arise from a failure to distinguish between recreation in company towns and recreation in industries located in ordinary communities. Partly from these misconceptions arise the statements that company-sponsored recreation is a form of paternalism, that employees resent company recreation programmes, that all recreation should be on a community rather than an industrial basis, that recreation is a sop to employees in lieu of higher wages and so on. While company towns have unique problems in every aspect of their industrial-community relationship and some of these apply to recreation, it is well to remember that after all, company towns in Ontario are few in number and in any case involve only a very small section of the population. Their problems then, do not relate to the 15,000 industries scattered throughout the Province where the employees of industries, along with those workers employed in all other fields, are the typical citizens of typical communities.

It is said that employee recreation is competitive with public or municipal recreation, and that where there is sufficient public recreation there is no place for employee recreation. This reasoning is surely founded on the false premise that only municipal recreation is justified and that all the self-sustaining recreation programmes carried on by industries, churches, clubs and commercial concerns are unjustified, because these are competitive with municipal recreation. This reasoning, while eliminating all the valuable recreational programmes which constitute community recreation and which predate tax-supported recreation by many years, would tend to place a burden on municipal revenues, which could not possibly be borne. Industrial recreation

is self-sustaining and makes no demand upon municipal revenues. With good leadership it will not compete with public recreation, but will supplement it.

Others say that employers have no right to use recreational activities to promote company solidarity among their employees. While it is true that recreation can be misused, still the employer who supports employee recreation because it creates unity and mutual understanding among his employees has the same right to do so as the minister of a church, the president of a club, the principal of a school — or the father of a family for that matter — to promote solidarity and mutual goodwill among those with whom he is concerned. Moreover, the widely held belief that all employee recreation programmes are motivated and operated by employers to further their own ends is wrong. The majority of employee recreation programmes are operated by the employees themselves and stem primarily from the fact that when groups of people gather together because they work together, worship together, learn together, or live together in the same community, they like to spend some time playing together also.

If employee recreation is visualized as activities organized for employees only, and excluding families and friends, by employers having no interest in the community whatsoever, then it may be something to condemn. This however, is not the case. Employee recreation is seldom limited to immediate employees and wherever suitable, includes their families and friends. Actually industrial recreation and community recreation are indivisible. Employee groups often use community facilities and join community groups for specific activities. Similarly, community groups use industrial facilities and join industrial groups for specific activities. In addition, many industries are maintaining or making financial contributions to community facilities and programmes.

In conclusion it should be emphasized that our present concept of recreation is relatively new, that it will be many years before the total recreational needs of the total population are met and therefore **all forms** of wholesome recreation in whatever setting should be encouraged as contributors to the whole.

Industrial recreation can make a very significant contribution to community recreation. It only remains for those directly concerned with the development of community recreation to supply the leadership and spread the philosophy which, to the fullest extent, will integrate industrial recreation with community recreation.

Recreation and Industrial Development

There could be no clearer indication that manufacturers are convinced of the value of recreation for their employees than the importance they are placing upon it when choosing a location for a new plant. Community recreation has become a prime factor in community industrial development and the relationship between them holds so many implications for the future of recreation in Ontario that it merits considerable study.

What does a new industry mean to a community? The existence of every municipality is dependent upon its industries. They are its basic source of revenue and employment. In Ontario for every worker employed in any industry, 5 other persons including merchants, teachers, professional workers, municipal officials and others are supported. A new industry therefore, is a very important acquisition by any municipality.

The Industrial Bureau of Atlanta, Georgia, estimates that a new industry employing 150 men supports on the average:

- 393 occupied homes
- 24 additional professional men
- 6,600 acres of additional farm produce required
- 1-22 room school house and 18 teachers
- 33 retail stores
- ½ million dollars in retail sales
- 320 cars and services for them
- 2½ million dollars additional taxable valuation.

The last statement when applied to the Canadian economy is interesting indeed. Suppose a new industry employing 150 men were established in a typical Ontario city—Brantford for instance, and suppose assessments in Brantford were only one-half of those in Atlanta, this new industry would mean an increase in taxable valuation of \$1,250,000 and an increase of municipal revenue of \$58,750. This amount is over twice that which is spent by Brantford on its municipal recreation programme (\$24,100 in 1949). In terms of municipal recreation then, it can be said that to any town a new industry employing even 150 men means additional revenue far in excess of that now being spent on the whole recreation programme.

So zealous are Ontario municipalities to attract industries that every town of any size has a paid official whose job is to "sell" their town to manufacturers as a desirable place in which to establish

an industry. These are usually called industrial commissioners, although in some municipalities the local Boards of Trade or Chambers of Commerce perform these duties. In addition, to assist municipalities in their industrial development, the Province of Ontario maintains a Trade and Industry Branch of the Department of Planning and Development and the Federal Government promotes industrial development through the Industrial Development Branch of the Department of Trade and Commerce.

Are these industrial development officials aware that opportunity for recreation is one of the factors considered by manufacturers in their selection of municipalities for new plants and that manufacturers are judging a town's "progressiveness" by its policy on community recreation? Here is what some of them say.

Colonel F. J. Lyle, Director, Ontario Trade and Industry Branch says:

"Without exception every American firm and most Canadian firms, in seeking a location for an industrial plant, asks what community recreation there is available for their employees. Every industrialist is now conscious that the recreation provided in the community is of paramount interest in choosing an industrial site. Towns in Ontario with the best community recreation programmes are in the best position to attract new industries. Most towns are becoming aware of this and are stressing their community recreation facilities in the industrial brochures about their community, which they send out to prospects."

Mr. T. Bartley, Manager, Toronto Industrial Commission states:

"In selecting an industrial site, manufacturers are interested in the proximity of labour supply, in the advertising value of the site, in public transportation for workers, in municipal and railway services and in community facilities, including those for recreation. All industrialists are conscious of the value of employee recreation and of having green fields, open spaces, fresh air and an opportunity for their employees to get out-of-doors during rest periods, lunch hours and after-work activities. Recreation for employees is receiving plenty of attention among manufacturers today."

Mr. E. L. A. Whittaker of the Guelph Board of Trade says:

"We would say that industrialists are showing an increasing interest in the recreational facilities, possibilities and programmes of the communities which they investigate for possible branch locations. If a community is backward in a recreation programme, it is generally found to be backward in other respects and so industrial promotion suffers."

Mr. A. W. S. Bennett, Manager of the Niagara Chamber of Commerce states:

"The clear-sighted employer of today is keenly alive to the importance of adequate free time occupation. This Commission fully recognizes the import of recreational facilities and supported a recent campaign to obtain a favourable vote for an artificial ice rink here."

Mr. James S. Stephens, Acting Director, North Carolina Recreation Commission writes as follows:

"Another prime example of how community recreation correlates with industrial recreation can be seen in the city of Kinston. Recently DuPont was interested in locating a new plant in this general area. They had selected one city in Virginia, three cities in North Carolina and two cities in South Carolina as possible sites for this new plant. When the site location committee visited Kinston they contacted the mayor, city manager, chairman of the Community Chest and the local recreation director. The greater part of the meeting was devoted to questions by this visiting committee which were directed to the recreation director. When the committee found out what a fine recreation programme the city of Kinston was sponsoring, they selected Kinston as the site for their new plant. What this meant for this community of 20,000 people was that a plant estimated at \$25,000,000 would be constructed during the immediate future and the annual payroll during the first year would be \$3,500,000. You can readily see what this would mean to any community with a population of only 20,000."

This trend is gradually being recognized by some industrial commissioners. Now at their regional conferences community recreation is one of the subjects discussed and references to community recreation are often included in advertising aimed at attracting new industries. For instance, the advertisement inserted by Welland, Ontario, in *The Business Year Book*, 1949, states:

"Recreation under a director. 52 acres of park lands. Tennis courts. Lawn bowling. Illuminated sports field. Outdoor skating rinks . . ."

In the same publication an advertisement inserted by the Board of Trade Renfrew, Ontario, States:

"Full time supervised recreational facilities with fine community centre."

What about the municipal recreation director? Is he aware of this trend?

Inquiries revealed only isolated instances of this awareness. In Windsor the Industrial Commissioner and the Recreation Director had established an effective liaison. The Recreation Director wrote a chapter on the municipal recreation programme which is to be included in the next industrial development booklet issued by that city. This however, was an exception. The following incidents illustrate the value of effective liaison between industrial commissioners and recreation directors.

(1) An American firm when weighing the merits of three towns in Ontario as possible sites, discarded one because, among other things, it offered less to its citizens, young and old, in the way of public recreation, than any of the towns under consideration. It was felt that such a condition would make for discontent and carry too great an element of risk in procuring and holding labour. In the same town the Recreation Director was having great difficulty securing adequate appropriations for his programme. Had he known that the town had lost a lucrative industry because of its backwardness in public recreation, he would have had the strongest possible argument to support his budget.

(2) In another town, the Industrial Commissioner knew that a certain new industry had purchased enough land adjacent to its plant for a sports field. During a meeting attended by several executives of the company, to which the Recreation Director of the municipality had been invited, the Recreation Director mentioned that a survey of the residential area surrounding the plant had shown an acute need for a children's playground, but no land was available. Before the end of the interview the President of the firm offered the Recreation Director the use of enough land for a children's playground.

These two instances illustrate that effective liaison between industrial commissioners and recreation directors can be very valuable to them both. The industrial commissioner knows the top executives of new or established industries personally; he hears their comments on community recreation; he knows their plans on facilities for employee recreation. He can be a very valuable source of information, of contacts with industrialists, and of budget support for the recreation director. On the other hand, the recreation director can help him "sell" his community to new and old industries on the basis that the recreational needs of industrial workers and their families are met in their town.

It might be mentioned here that inquiries also revealed that in many municipalities no effective liaison exists between recreation directors and the Community Planning Boards, even though the inclusion of play areas, green belts, playing fields, golf courses, beaches and so on, in planning towns or new subdivisions, is of vital concern to recreation directors.

An effective liaison between those concerned with industrial development, community recreation and community planning is a vital force in building a good community.

Sources of Information on Industrial Recreation

While recreation in industry is now recognized as one of the most important aspects of community recreation, little has been written about it. There is no Canadian publication on industrial recreation and even in the United States printed information is scanty.

In the United States prior to 1940, some information on employee recreation was ordinarily included in that on welfare activities in industry. In 1940 however, in response to increasing demands from manufacturers, Purdue University, Lafayette, Indiana, through its faculties of Engineering and Physical Education, undertook a survey to determine the status of recreation in industry in the United States and its basic principles and policies. A detailed study of the recreation organizations in 245 companies was made by Diehl and Eastwood and a report was published entitled "Industrial Recreation: Its Development and Present Status". In 1949, the National Industrial Conference Board, New York City—an association of executives in industry—published the results of a survey of 264 plants then operating recreation programmes in a report entitled "Studies in Personnel Policy, No. 102". These two surveys are the major research projects in this field. Similar smaller surveys have been undertaken by the University of North Carolina and by the Personnel Journal Inc., Swarthmore, Pa. Articles on industrial recreation have also appeared in the Journal "Factory Management and Maintenance", published in New York City. A chapter on industrial or employee recreation is usually included in the standard textbooks. (See Bibliography).

There are two voluntary associations in the United States offering an advisory service to industry on employee recreation.

1. The National Recreation Association with offices in New York City was organized in 1906. This Association holds annual conferences, institutes, and workshops, and it issues printed material and employs a field representative who provides consultation services on industrial recreation.

2. The National Industrial Recreation Association, with offices in Chicago was organized in 1941. Its services are described as follows:

"Providing reviews of new developments and ideas on all phases of industrial recreation; producing manuals of procedure for establishing industrial recreation programmes; issuing a monthly bulletin and occasional special bulletins containing items of interest to directors of industrial recreation programmes; conducting careful research on new problems; providing an individual information service; sponsoring conferences in various sections of the country for the exchange of ideas among industrial leaders and recreation directors."

In addition, in the United States, advisory services to industry on employee recreation are included in the services offered by those states having government departments concerned with community recreation (California, Vermont, North Carolina), and those municipalities having tax-supported recreation commissions. The State of North Carolina appears to offer the most comprehensive service in the industrial field.

In Britain the Industrial Welfare Society, London, England, in co-operation with the Central Council on Physical Recreation issues booklets on industrial recreation.

In Canada the picture is quite a different one. As mentioned previously, no Canadian publication on industrial recreation is available. As far as can be ascertained, no province-wide Canadian survey on employee recreation has been undertaken. No national or provincial associations on industrial recreation have been formed. There is no tax-supported provincial or municipal advisory service solely directed towards employee recreation.

It is apparent that industrial recreation is now assuming such importance in the recreation field that it demands attention and some service from public recreation bodies, but before any conclusions can be drawn about what attention is needed and what form this service is to take, it is necessary to know something about the present status of employee recreation in Ontario and how public recreation organizations can make their optimum contribution to its progress.

Survey Plan

As a basis for any policies which might be adopted with respect to employee recreation, it was decided that a survey should be conducted by the Community Programmes Branch of the Department of Education to find out how many industrial firms have employee recreation programmes, how these programmes are operated, what activities are included, what is the value of employee recreation, how it fits into community recreation, and finally whether the Community Programmes Branch or the municipal recreation directors could be of service to employers interested in employee recreation.

Since employee recreation is a very broad field and since the survey was to be conducted by a small staff in a short time, it was necessary to work within well-defined limits. In determining the scope of this introductory survey the following points had a bearing:

Of the 1,705,000 workers in Ontario's labour force, 17% are employed in agriculture, 4% in other primary industries, 32% in manufacturing industries and 47% in construction, trade, finance, services and so on. Of the workers in manufacturing industries 94% are in Southern Ontario and 55% of these are employed in only 8 centres. Employee recreation in primary industries (other than agriculture) is confronted with unique problems involving company towns, isolated or temporary sites of operation and transient or seasonal employment. Moreover, only 4% of the labour force is involved. The manufacturing industries on the other hand represent 32% of the labour force, and are the industries which will be most seriously affected and at the earliest date by an accelerated war production programme. After much consideration, it was decided to confine this preliminary inquiry to employee recreation programmes in the manufacturing industries in Southern Ontario. Therefore company towns, primary industries, public utilities, insurance companies, financial houses, departmental stores, transportation and service companies are not included, although much of the information derived from the survey is equally applicable to all employee recreation programmes.

The inquiry proceeded along four lines:

1. Literature on industrial recreation available from libraries in Canada, and private and governmental organizations in Canada, the United States and Great Britain were reviewed and a bibliography compiled, which is included in this report.

2. Questionnaires were sent to 1,040 manufacturing firms. (11 of these were completed by personal interviews).

3. Personal interviews were conducted with manufacturers, trade unionists, industrial commissioners, municipal officials and other interested persons throughout Ontario.

4. Questionnaires were sent to 49 municipal recreation directors and 5 District Representatives of the Community Programmes Branch. (Some of these were completed by personal interviews.)

The manufacturing firms to whom a questionnaire was sent were selected in the following manner:

From a list of about 3,000 manufacturers having 50 or more employees, which was supplied by the Ontario Bureau of Statistics and Research, 1,040 names of manufacturing firms were selected at random from those firms located throughout the 32 counties in Southern Ontario, to give a wide geographical distribution. The 1,040 companies in the sample included 479 firms having 50 to 150 employees, 244 having 150 to 250 employees and 317 having 250 or more employees. It was realized that the response from the first group (50 to 150 employees) would be slight. However, we were particularly interested in the small firms. Our sample therefore, was deliberately weighted in the group least likely to reply.

The questionnaire was not sufficiently detailed to eliminate all margin of error or duplication and therefore only general conclusions should be drawn from the tables.

Our personal interviews however, were designed to clarify, verify and augment with detailed information, the general findings secured from the questionnaires, the basic literature and other sources. These interviews gave us access to confidential information on financing, employer-employee relations, liaison between industry and public recreation agencies, values and problems, which informants are naturally reluctant to state in writing. Moreover, the many personal interviews made it possible to balance the opinions of management with those of employees and labour unions. In all, 11 centres were visited wherein over one-half of the manufacturing workers in Southern Ontario are employed. 120 interviews were held with District Representatives of the Community Programmes Branch, municipal recreation directors, industrial commissioners, manufacturers and representatives of employee recreation associations and others.

(Sample of letter sent to manufacturing firms in Ontario)



ONTARIO

DEPARTMENT OF EDUCATION
COMMUNITY PROGRAMMES

Telephone
RAndolph 9775.

1118 Bay Street,
Toronto, Ontario,
October 30, 1950.

Dear Sir:

Community recreation is the business of this Branch.

Since industry is such an important part of the community, I am writing to manufacturers throughout Ontario to find out how many of them have employee recreation programmes, how these programmes are operated, what activities are included, what is the value of employee recreation and finally whether this Branch directly or through the municipal recreation directors, can be of service to manufacturers interested in employee recreation?

Will you help me by answering the attached questionnaire and returning it by November 25th? Please return it, even if you have no employee recreation. Any information or comments you may attach to it will be sincerely appreciated.

If the questions are not clear, or if you require more information, please let me know. Needless to say, all replies are entirely confidential.

With sincere thanks for your co-operation.

Yours very truly,

COMMUNITY PROGRAMMES BRANCH



ONTARIO
DEPARTMENT OF EDUCATION

COMMUNITY PROGRAMMES BRANCH

INDUSTRIAL RECREATION IN ONTARIO

COMPANY.....

ADDRESS.....

SIGNATURE.....

Title

1. Approximately how many employees have you?

	<u>Male</u>	<u>Female</u>
Salaried		
Hourly paid		

2. Does your employee recreation programme include: (✓)

Picnic	Softball	Archery	Dramatic Club
Christmas Party	Baseball	Golf	Others (Specify):
Dances	Hockey	Horseshoes	
Banquets	Skating	Table Tennis	
Bingos	Basketball	Gun Club	
Card Parties	Tennis	Fishing Club	
Movies	Badminton	Camera Club	
Girls Club	Soccer	Stamp Club	
Bowling	Swimming	Glee Club	

Teams in Industrial Leagues (specify).....

3. What percentage of your employees participate in your recreation activities?

Large social events (Picnic, Christmas Party, etc.)%; Other activities%; Who takes part (✓): Management..... Office..... Factory..... Families..... Friends.....

4. Have you made any arrangements for recreation for: (✓)

Rest periods..... Noon hours..... Vacations..... Workers on night shifts.....

5. Are your recreation activities operated under one or more of the following: (✓)

Management	Employee-Management Committee.....
Paid Recreation Director	Elected Employees Committee
Personnel Department	Others (specify):
Union	
Employees Association	
Volunteer Employees	

6. Approximately what is the annual operating cost of your programme? \$.....
 How is it financed?
 Management.....% Employees.....% Union.....% Concessions.....%
 How do the employees contribute? (✓)
 Payroll deductions..... Membership fees..... Paid admissions.....
 Other means of financing:.....
7. What facilities are used for your recreation activities? (✓)
- | | Company Owned | Community Owned | Privately Owned |
|--------------------------|---------------|-----------------|-----------------|
| Recreation Hall | | | |
| Cafeteria | | | |
| Sports field | | | |
| Gymnasium | | | |
| Swimming tank | | | |
| Bowling alleys | | | |
| Others (specify) : | | | |
| | | | |
| | | | |
8. If your company owns facilities, to whom are they made available? (✓)
 Employees only Employees and families..... Other Industries
- Community Others (specify):.....
9. In organizing or operating your recreation activities do you request assistance or advice from: (✓)
 Municipal Recreation Director
- Others (specify) :.....
- Do you request assistance or advice on: (✓)
 Organization..... Activities..... Facilities..... Equipment.....
 Leaders or instructors..... Others (specify):.....
10. How are employees informed about and invited to participate in activities? (✓)
 Bulletin boards Interest questionnaire Management
- Company paper .. Other employees Others (specify):
 When hired Public address system
11. What problems have you encountered in operating your recreation programme?
12. Would any of the following be of assistance in operating your programme? (✓)
 Increased facilities..... Paid leadership..... Advisory service
- Literature on organization and activities for employee recreation
- Conferences of industrialists interested in employee recreation
- Short recreation leadership courses for some of your employees
- More co-operation with other industries in your community
- Closer relationship with your Municipal Recreation Director
- Others (specify):
13. In your opinion of what value is your recreation programme to your company, your employees or the community?
14. General comments:

THANK YOU VERY MUCH!

The Response to the Survey

That there is a widespread interest in employee recreation on the part of manufacturing industry was shown very clearly by the co-operation extended to us in conducting the survey. The extent of this interest was also amply demonstrated by the high return received on the questionnaire. Within one week 23% of the questionnaires had been returned, 34% within two weeks and 40% before the specified deadline. In all a 45% return was received. Among the large firms the return was 54%.

The number of employees represented in the 429 tabulated questionnaires was 179,337. This is

roughly 31% of the total manufacturing labour force of Ontario (582,585) and constitutes a reliable sample on which to base conclusions for industry and its employees in general.

Returns would tend to indicate that 80% of industrial firms have some sort of employee recreation programme. Over 51% of all companies, 100% of very large and 84% of large companies, have a recreation programme which includes at least two continuing activities in addition to picnics, Christmas party and large social events. Even 21% of small companies have such a programme.

TABLE NO. 1

Questionnaires Issued and Percentage Returned

Questionnaires	Large Companies	Medium Companies	Small Companies	All Companies
Number issued	317	244	479	1,040
Number returned too late	21	7	13	41
Total number returned	171	93	206	470
Percentage returned	54%	38%	43%	45%

TABLE NO. 2

Questionnaires Tabulated and Numbers of Employees

Questionnaires	Very Large Companies	Large Companies	Medium Companies	Small Companies	All Companies
Returned and tabulated	32	118	86	193	429

NOTE: In this table those questionnaires returned too late for tabulation were omitted.

TABLE NO. 3

Number and Percentage of Companies Having Recreation Programmes

Questionnaires	Very Large Companies		Large Companies		Medium Companies		Small Companies		All Companies	
	No.	%	No.	%	No.	%	No.	%	No.	%
Tabulated	32		118		86		193		429	
No programme	0	0	3	3	12	14	69	36	84	20
Any programme	32	100	115	97	74	86	124	64	345	80
2 or more cont. activities	32	100	99	84	51	59	40	21	222	51

NOTE: Employees in: Very large companies 1,000 and over; Large companies over 250; Medium companies 150-250; Small companies 50-150.

Activities Included in Industrial Recreation Programmes

There are many factors affecting the scope and variety of an industrial recreation programme. Programmes vary according to the numbers of employees, their age, sex and marital status. The availability of company-owned facilities for recreation, the attitude of management, the financial support, the labour relations within the company are important considerations. The geographical location of the plant, the hours of work, length of lunch periods, the number of shifts, the transportation facilities, the availability of other recreation activities, private, public and commercial, have a bearing on the nature of the programme. Of at least equal importance with any of these is the organization and leadership of the programme.

The size of the company is not as important a factor as many would think. While in general the replies to the questionnaire indicate that there are fewer and smaller programmes in the medium and small industries, there are a number of medium and small companies that have comprehensive, well-organized programmes. Sonoco Products Co. of Canada Ltd., Brantford (98 employees), American Can Co. of Niagara Falls (142), J. D. Adams Limited of Paris (90), John Wyeth & Brother (Canada) Ltd. of Walkerville (184), Square D Co. of Canada Ltd. of Toronto (212) all have active continuing programmes. Many small firms are inclined to look upon their smallness as an insurmountable barrier to a successful recreation programme, while others believe that small firms enjoy definite advantages and plan their activities accordingly. Within certain limitations the essential factor is not number of employees, but rather initiative, planning and leadership.

In smaller towns where employees live near the plant, after work activities may be held satisfactorily, and in many of these the wives and families are included. However, noon-hour programmes in these plants are virtually impossible because most of the workers go home for lunch. In communities where most of the workers live near the plant and own their own homes, company programmes may be at a minimum although other community programmes may be extensive. Employee activities in these companies are likely to take the form of occasional large social events and individual outdoor activities such as gardening and fishing.

When a plant is located in an area where the community is almost entirely composed of its employees, the company programme assumes added importance. Here the employee programme is the major part of the community programme. Batawa, Ontario, is such a community.

In at least one company the industrial recreation programme follows the employees to their place of residence. A. V. Roe (Canada) Limited at Malton has over 6,000 employees, the majority of whom live ten to twenty miles away. There are no recreation facilities in the plant itself, nor are any of the activities held there, although the company employs a full-time recreation director and has an extensive programme. All the employee recreation activities are carried on in Brampton, Islington, Weston, Toronto and other surrounding communities.

One company, International Business Machines Company Limited, maintains in Toronto a "Country Club" where its recreation activities are held, and where its employees and their families can enjoy indoor activities such as dances and parties, and outdoor activities including golf, tennis, lawn bowling and picnics. This company believes that the opportunity of getting away from the plant and out in the fresh air is half the value of its employee recreation programme.

Most Frequent Activities

The 345 reporting companies listed 69 different activities and these are in addition to a wide range of activities which are grouped together under "Social Events". Nearly 65% of companies have picnics, 80% have Christmas parties and another 60% have social events which include annual dinners, banquets to honour winning teams or long service employees, card parties and "open house" evenings for families and friends.

When the activities reported by 345 companies are tabulated (Table 4) it can be seen that the five most common activities in order are: Christmas parties, bowling, picnics, socials and softball. In general, social activities are the most common, athletic activities are next, and cultural activities least common. As was expected, the greatest range of activities is found in the large and very large company programmes and in general, cultural activities are almost entirely restricted to these companies.

TABLE No. 4

Activities and Their Frequency in Industrial Recreation

based on 345 reporting companies having any programme

ACTIVITY	32		115		74		124		345	
	Very Large Companies		Large Companies		Medium Companies		Small Companies		All Companies	
	No.	%	No.	%	No.	%	No.	%	No.	%
	Rptg.	Rptg.	Rptg.	Rptg.	Rptg.	Rptg.	Rptg.	Rptg.	Rptg.	Rptg.
Social Group										
Christmas party	28	88	91	79	65	88	93	75	277	80
Picnic	25	78	81	70	54	73	56	45	216	63
Socials (banquets, dances, cards, etc.)	29	91	81	70	44	60	51	41	205	59
Athletic Group										
Bowling	32	100	106	92	61	82	75	61	274	79
Softball	26	81	87	76	40	54	27	22	180	52
Hockey	22	69	52	45	12	16	13	11	99	29
Golf	12	38	40	35	12	16	6	5	70	20
Horseshoes	10	31	20	17	12	16	15	12	57	17
Basketball	13	41	12	10	2	3	0	0	27	8
Baseball	7	22	10	9	5	7	5	4	27	8
Table Tennis	8	35	7	7	3	4	4	3	22	6
Fishing Club	7	2	9	8	1	1	3	2	20	6
Gun Club	9	28	8	7	1	1	1	1	19	6
Tennis	6	19	9	8	2	3	1	1	18	5
Skating	6	19	6	5	1	1	1	1	14	4
Badminton	10	31	3	3	0	0	0	0	13	4
Soccer	7	22	4	4	0	0	0	0	11	3
Swimming	1	3	4	4	0	0	0	0	5	1
Archery	1	3	0	0	0	0	0	0	1	.3
Cultural Group										
Movies	6	19	13	11	4	5	7	6	30	9
Camera Club	6	19	4	4	1	1	0	0	11	3
Glee Club	9	28	1	1	0	0	0	0	10	3
Stamp Club	4	13	1	1	0	0	0	0	5	1
Dramatic Club	3	9	1	1	0	0	0	0	4	1
Crafts	2	6	2	2	0	0	0	0	4	1

Other Activities Mentioned

In addition to the most common activities given in Table (4), many companies reported specific activities which they have found to be particularly popular. These are given in the list which follows:

Chiefly Social

Bus trips to hockey games, etc.
Mystery bus tours
Hayrides and sleighrides

Weiner and corn roasts
Garden parties
Y.M.C.A. Club

Theatre parties
Theatre ticket service
Dinner meetings with speakers
New Year's Day party

Chiefly Athletics or Games

Snooker league
Billiards
Gymnastic classes
Lawn bowling
Shuffleboard
Bocci

Quoits
Football
Skiing
Volleyball
Riding
Tug-Of-War

Cricket
Darts
Chess
Cribbage
Dancing classes for beginners
Bowling classes for beginners
Curling

Chiefly Cultural or Hobby Crafts

Radio
Music appreciation
Reading rooms
Study groups
French Club

Lending library
Public speaking class
Visits to observatories etc.
Group discussions
Craft classes

Art Clubs
Hobby shows
Gardening classes
Model Aircraft Club
Band
Carol Club

Miscellaneous Activity Groups Mentioned

Quarter Century Clubs
Other length of service Clubs

Girls Clubs
Veterans Clubs

Pensioners Clubs

Other activities mentioned in the literature about industrial recreation are given below:

Athletic, Outdoor Games

Roller skating
Wrestling
Track meets
Tobogganing

Snowshoeing
Nature trips
Squash
Slingshot Club

Lacrosse
Pinochle
Boxing
Fencing
Bicycling

Cultural or Hobbies

Operetta
Magazine editing
Flower shows
Dancing classes

Sculpture
Ceramics
Crocheting
Metal work

Beekeepers Club
Coin collecting
Pottery
Model Railroad Club
Dressmaking

Social

Square dancing
Fashion shows
Minstrel show
Carnival

Millionaires night
Country fairs
Television
White Elephant parties

Showers
Open House
Wives Clubs
Children's Day at the plant

It is interesting to note that while many companies include only the most usual activities in their employee recreation programmes, at the same time they report that they have difficulty in offering sufficient variety to maintain interest and adequate participation by all classes of employees. (See Problems.) However, when all the special activities carried on by the various companies are compiled in one list, an imposing variety is seen. This suggests one of the greatest needs in industrial recreation today — a medium for the exchange of information among industries relating to special activities which have been included successfully in industrial recreation programmes.

Activities for Special Periods

Both the data compiled from the questionnaires and the information gathered through personal interviews shows that only limited provision for recreation during rest periods and noon hours has been made. While undoubtedly many firms failed to take into account such "activities" as recorded music, reading material, and such informal activities as horseshoes and cards, the fact that only 3% showed any provision for rest periods and only 9% showed any provision for noon hours, is significant.

Noon-hour activities are restricted in some plants because workers go home to lunch. In others the increasing tendency towards a shortened lunch

period and an earlier closing, precludes any extensive noon-hour recreation. Also it has been found that during the lunch hour most workers do not care to engage in activities requiring much physical exertion. They like to use whatever time they have left after eating for relaxing diversion. Table games, darts, cards, table tennis, shuffleboard, horseshoes, motion pictures and other activities are carried on successfully in some plants and in the summertime lunch and games out-of-doors are common.

While 13% of the large companies reported some special provision for recreation for workers on shifts, only 4% of all companies reported such provision. However, many companies do not have shift work. In addition many companies hold their activities at weekends when all employees could participate. Some companies having alternating shifts planned their programmes on a repeating schedule so that all workers were included. Others made special arrangements so that all employees could participate in large social events regardless of shifts.

Only one company reported any provision for vacation-time recreation for employees. This firm owns summer cottages which are made available to employees during their vacations. Some companies are distributing literature on summer resorts and planned tours. Employee vacation recreation is an aspect of industrial recreation which will receive much more attention in the future.

TABLE NO. 5
Recreational Activities for Special Periods
based on 345 tabulated questionnaires — any programme

ARRANGEMENTS FOR:	32		115		74		124		345	
	Very Large		Large		Medium		Small		All	
	No.	%	No.	%	No.	%	No.	%	No.	%
	Rptg.	Rptg.	Rptg.	Rptg.	Rptg.	Rptg.	Rptg.	Rptg.	Rptg.	Rptg.
Rest periods	1	3	2	2	3	4	3	2	9	3
Noon hours	3	9	10	9	9	12	9	7	31	9
Shifts	4	13	5	4	2	3	1	1	12	4
Vacations	0	0	0	0	0	0	1	1	1	.3

Teams in Industrial Leagues

It is interesting to note that only 45% of all companies reported having company-sponsored teams in competitive industrial leagues. These were in order of frequency, bowling, softball, baseball and hockey teams.

With respect to competing teams in industrial leagues, some manufacturers expressed views which are worthy of mention. While a few took it for granted that by a recreation programme we meant only competitive athletic teams in industrial leagues, others went so far as to state that they did not consider these teams to be part of their recreation programme. While their companies maintained such a team, it was not controlled or supported financially by the company recreation organization. Several personnel managers declared that they had "washed their hands" of any industrial league teams and insisted that the teams be turned over to the advertising department, since they were rightfully part of the company's public relations programme, rather than the employee recreation programme. Some insisted that competitive teams were spoiling their whole recreation programme. This, they said, was especially true when the teams were composed of players not employed by the company, or players employed by the company solely for their skill as players (and not their skill as employees), or when large sums were spent on these teams while other recreational activities suffered. Employees resented special privileges being granted to imported players on competitive teams. One firm — The Goodyear Tire and Rubber Co. of Canada Ltd., found that participation in their recreation programme improved when their industrial league teams were discontinued.

It was noticeable throughout our survey that here and there a new philosophy on employee recreation was coming to the fore — that of encouraging all employees, whether adept or not, to participate in games on any level of performance for the enjoyment they got out of it, rather than the winning of games. However, it was also realized that some skilful players got more enjoyment out of playing with other skilful players and therefore inter-departmental, or inter-plant competitive games were organized. Where this was not possible, as in towns with a number of individual small industries, it was said that more inter-industry games could be organized, with benefit to all. The safeguard here was that all players must work for the competing companies and that other employee recreational activities must not suffer in any way. However, it was also said that where large industrial leagues, imported players, company advertising or large expenditures were involved, the activities cease to be "recreational" and should not be considered part of the recreation programme.

It was most significant that in general where the recreation programme was operated by a committee or club of employees (with perhaps some representation by management), the emphasis seemed to be placed on spending the recreation budget on activities which offered the highest recreational value for the greatest number of employees.

A Recreation Director for a large company expressed his views in these terms:

"While we have house league playoffs to create interest in our sports programme, we do not believe in supporting competing teams in outside industrial leagues. We are interested in what the ball does to the player, not what the player does to the ball. The purpose of recreation is to re-create the individual, not to win trophies."

TABLE No. 6

Teams in Industrial Leagues

Percentage of companies reporting any industrial league activity, based on 345 returns — any programme

32 Very Large Companies	115 Large Companies	74 Medium Companies	124 Small Companies	345 All Companies
41%	53%	62%	28%	45%

Participation in Industrial Recreation Activities

If an industrial recreation programme is to be successful, it is essential that all employees be given an opportunity to participate. This means that the activities included in the programme must be sufficiently varied so that all ages, all classes and both sexes of employees can take part. The emphasis must be on designing the programme to fit the present or potential interests of the employees, rather than inducing the employees to fit into a pre-conceived programme.

No one should be left out of the programme. The more employees who participate or work on it, the more successful it will be. Older employees, those with physical handicaps, pensioners and others who may not want to engage actively in events, derive much enjoyment out of working as stockkeepers, timekeepers, ticket-takers, bookkeepers, programme planners or simply as spectators, once they have made the initial effort.

Special care must be taken to see that the younger and newer employees are encouraged to take part in the programme. Enjoyment is increased if beginners can enter into activities without feeling conspicuous, and so beginners' classes in sports, games and crafts promote participation.

Consideration must also be given to the recreational interests of older employees. In Ontario about 45% of the labour force is over forty years of age. Programmes entirely composed of sports or strenuous games do not invite participation by this age group.

Often special attention must be paid to the interests of office workers and executives if their participation is to be sustained. It has been said that office workers have more personal resources for recreation—more club affiliations, church connections and social outlets than hourly-wage employees. However, where there is difficulty in sustaining their participation, the fault may lie in a programme which is all athletic without sufficient social or cultural activities. The attitude of management is significant here. If management supports the programme and sets an example by actively participating to some extent, all levels of employees in the firm are likely to join in the activities.

A successful well-sustained recreation programme demands constant evaluation and constant change. It is fatal to let the programme fall into the hands of a few enthusiasts. New activities must be introduced and old ones discarded. Participation in events must be closely watched and changes in em-

ployees' interests must be detected. New interests and new satisfactions are created by successful recreation programmes.

It was mentioned above that many companies make a special effort to have the employees who have retired on pension retain their connection with the firm through participation in the company's recreation programme. Some firms have formed "Senior Employees, Golden Age or Grads Clubs" through which recreation activities for retired employees are carried on.

Today many industrial firms are giving consideration to "preparation for retirement" programmes for their employees. In these, the company recreation programme plays a vital role. If during their working years employees are encouraged to participate in leisure time activities and to develop interests and skills in hobbies and crafts, it not only enriches their lives and increases their value to the company, but in addition it provides the employees with a wholesome occupation for their retired years and may enable them to augment their incomes as well. In this sense a preparation for retirement programme in an industry, where there is an active employee recreation programme, begins on the first day of employment and continues as long as an employee has any connection with the company.

To arrive at any reliable estimate of the number of employees participating in recreation programmes is virtually impossible, since companies do not keep an accurate continuous record of participation. Only 148 companies, out of 345 would hazard a guess on participation and some of these included spectators as well as participants, while others did not. Even those whom we interviewed personally could give us only a very rough estimate of participation. They stated that while they had a fairly good idea of the numbers attending each social event, if admission were free and if the events were open to families and friends, it was difficult to determine how many of those attending the events were employees. Nor could they tell how many employees attended sports events, league games or tournaments, either as players or spectators. In companies where there are hundreds of employees and where programmes are extensive, the total membership of all groups engaged in the various activities—hobbies, sports, glee clubs and others—is not truly indicative of total participation, since some employees may belong to them all. While manufacturers believe that to keep a continuous accurate record is not worth the effort,

they also say that participation is closely watched and if it is found to be low in proportion to the cost, the activity is discontinued. On this basis, since in general employees and management share the cost of operating the activities, the very fact that they both continue to support the activities financially would presuppose satisfactory participation.

The following Table (7) is an analysis of the data furnished by 148 reporting companies. As can be expected, participation in large annual social events is much higher than in continuing activities. On large social events 79% of all companies reported over 50% participation. In continuing activities, 46% of large companies and 10% of small companies reported over 50% participation.

Table (7) also illustrates very clearly two very important aspects of industrial recreation. In the first place, it confirms the opinion that the greatest value in employee recreation is that it fosters better relationships between factory, office and management personnel. (See Values). Thus out of 209 industrial recreation programmes 100% include factory employees, 96% include office staff and in 89%, management also participates. In the second place, it refutes the popular misconception that industrial recreation programmes "isolate" employees from the community. 82% of all programmes include families in some of their activities and 57% include friends as well.

TABLE No. 7

Participation in Industrial Recreation Programmes

Percentage Participation — based on 148 reporting companies

SIZE OF COMPANY	No. Rptg.	LARGE SOCIAL ACTIVITIES Percentage Participation				OTHER ACTIVITIES Percentage Participation			
		76-100%	51-75%	26-50%	0-25%	76-100%	51-75%	26-50%	0-25%
Very large	13	47	31	22		15	31	39	15
Large	65	44	28	28		2	11	35	52
Medium	40	40	40	15	5		17	50	33
Small	30	73	24	3		3	7	53	37
All companies	148	49	30	19	2	3	13	43	41

Who Is Included — based on 209 reporting companies

SIZE OF COMPANY	No. Rptg.	PERCENTAGES OF COMPANIES INCLUDING VARIOUS GROUPS IN THEIR PROGRAMMES				
		Factory	Office	Management	Families	Friends
Very large	24	100	100	87	92	63
Large	97	100	96	91	81	65
Medium	51	100	96	90	82	41
Small	37	100	92	87	78	57
All companies	209	100	96	89	82	57

Company Organizations for Operating Recreation Programmes

Manufacturing industries differ so greatly in their organizational and physical structure that no one type of recreational organization can be devised which would be equally suitable for them all. The type of organization which functions best in a company where a small number of employees work in one group under one roof, cannot serve for a company where hundreds, or even thousands of employees work in many departments in plants scattered over a large industrial area or even throughout a large city. Similarly a small programme for a few employees requires little in the way of an administrative organization, while a comprehensive programme consisting of many activities for hundreds of employees requires a correspondingly elaborate organization to operate it efficiently.

The type of organization under which the employee recreation programme is operated in each company is to some extent the product of an evolution which reflects the changes that have taken place in all aspects of employee relations. Thirty years ago, social or recreational activities frequently were organized and paid for by employers who had a paternalistic attitude toward their employees. Such recreation programmes became suspect among employees who held that these programmes were imposed upon them to offset their discontent over low wages, long hours and insecurity of tenure. Gradually however, employees were granted a voice in all employee relations including the recreation programme, and paternalism diminished. Now the most progressive companies prefer to have the recreation programme organized and conducted by the employees even though the company contributes towards the financial support of the programme and management is represented on the committee or board operating the programme.

There appears to be a number of basic principles which must be observed if the employee recreation organization is to operate successfully:

1. The recreational programme must satisfy an existing need and must originate in the recreational interests of the employees themselves.

2. Management must supply goodwill, good intentions and some support. Recreation programmes will not increase goodwill where goodwill does not already exist.

3. The programme must begin with a few well-organized, well-operated and well-patronized activities and proceed to grow from this beginning.

4. Participation in the programme must be open to all employees, office and factory, and to management as well. (Pensioners are also included.)

5. As far as possible, the programme should offer sufficient variety so that every employee can find some activity in which he is interested and in which he can participate. All participation should be voluntary.

6. The programme should be operated by the employees themselves—even if a paid recreation director co-ordinates and promotes the programme.

7. Management should always be represented in the organization operating the programme.

8. Frequent changes in the executive of the organization and the leaders of the activity groups prevents stagnation. The more employees who work on the programme, the more successful it will be.

9. The recreation organization should concern itself only with recreation. Industrial disputes, hiring and firing, grievances and labour-management policies are not the concern of the recreation organization.

10. The recreation programme should be operated under a clearly understood company policy, a clearly defined financial arrangement, a constitution acceptable to the majority of employees, and an organization supported by and representative of the majority of employees.

11. The goal of the recreation programme should be, "all interests, all participating".

In very small companies a limited recreation programme may be operated by management alone, or employees alone, and no administrative organization is necessary. In most companies there is some form of employee association and in some cases this association operates the recreation programme as well as the company welfare programme. However, experience has proved that it is much more desirable to have an independent organization whose sole concern is recreation. In these companies an executive committee or board of directors heads the recreation organization and is composed of employees and representatives of management. The representatives of management may be the personnel director, the secretary-treasurer or any other duly appointed official or officials of the company. The employees

may be the elected representatives of each department in the company or the elected representatives of each activity group participating in the programme.

There are many modifications and variations of this broad pattern. For instance, Canadian General Electric Company in its Head Office and District Office, Toronto, where there are 900 employees, has a twelve-member executive for its employees recreation club. Six of these directors retire each year and are replaced by newly elected directors. One director is appointed by management and eleven by employees. Each director has one particular sphere of responsibility. One is in charge of finances, another of social activities and so on. These directors in turn depend upon volunteer leaders to operate the various activities. This board of directors controls the budget to which employees and management contribute on about a 60-40% basis. It also approves all activities and allots appropriations according to the numbers of employees who participate.

While there are many variations in the details of organizations, there are two cardinal principles which apply to most of the comprehensive and successful industrial recreation programmes throughout the Province. First, that they are worker-organized and worker-directed. This gives the employees a sense of ownership, develops leadership qualities, and keeps the programme in line with employees' interests. Secondly, that management usually plays a part in the administration of the programme. This is desirable and proper since management usually underwrites a portion of the capital and operating costs, and in addition has greater administrative experience. Moreover, management's participation in directing the programme maintains its interest and support. However, managerial advice and control must be as unobtrusive as possible if the programme is to be successful.

As shown in Table (8) at the end of this chapter, only 4% of companies reported that their programmes were operated by management alone. However, in some of these, while management directs the programme through a personnel director, recreation director or other official, volunteer employees lead the various activities.

In 71% of very large companies and 54% of large companies, it is reported that the recreation programme is run jointly by management and employees. Employees alone, it is reported, operate the programme in 46% of companies. It is questionable whether this is true in the strictest sense. Many companies take pride in saying that their programmes are run entirely by employees, when

actually management does participate in some way or to some extent in their direction. The majority of these programmes benefit from management's blessing and advice, and in addition receive considerable financial support. Indeed, it was noticeable throughout our survey that wherever management took little or no interest in the recreation programme, its scope was limited, its activities stereotyped and the **only** company that considered its programme to be of no value was in this category.

Paid Leadership

In Ontario paid full-time recreation directors are the exception rather than the rule in industry. Only 6 of the companies included in our survey reported having a paid Director of Recreation (using that title) and all of these were companies with over 1,000 employees. These are:

Ford Motor Co. of Canada Ltd., Windsor.
Goodyear Tire and Rubber Co. Ltd.,
New Toronto.
Canadian Kodak Co. Ltd., Mount Dennis.
Aluminum Co. of Canada Ltd., Kingston.
Canada Wire & Cable Co. Ltd., Leaside.
A. V. Roe (Canada) Ltd., Malton.

Although it is recognized that a recreation programme's success or failure depends upon its leadership, management generally has not yet reached the point where it recognizes the need for paid recreation leadership. Many arguments against paid leadership are advanced, the main one being that a paid director is a "management" person and it is preferable to have the programme directed by "employees"—yet in these very companies personnel directors, plant superintendents, chief accountants and other officials are presidents of recreation clubs or chairmen of recreation committees, and are in effect directing the recreation programme. Are these any more "employees" than a recreation director would be? Moreover, many hours of valuable time on jobs they are trained to do are being sacrificed by these "employees" to perform jobs as recreation directors, for which they have no training. One example of this is the policy followed by a company which has perhaps the most extensive and most expensive recreation programme we encountered in our survey. This company grants the employee who is elected president of the recreation association a year off from his regular duties in order that he may direct the recreation programme. Thus for a year, a skilled worker is lost to his job while acting as an unskilled recreation director.

It is difficult to understand the philosophy of a company that places a high value on the employee recreation programme but does not wish to pay for trained leadership, just as it is difficult to understand the attitude of a company that insists upon the administrative work in connection with employee recreation activities being done during the employees' free time — not company time. If employee recreation is valuable to an industry, it would seem to merit some investment in time and money for leadership. However, while there is a reluctance to employ a paid director and call him a "Recreation Director" many progressive companies, appreciating the value of employee recreation and seeing the time it takes to co-ordinate the programme, are delegating these duties to one member of the personnel staff or other suitable person. These companies have in effect, a paid recreation director. One Personnel Director put it this way:

"I couldn't get our management to see the wisdom of appointing a trained recreation director and giving him that title, in spite of its enthusiasm for our recreation programme. They had visions of offices, assistants, secretaries and filing cases. One day I got fed up with the time one of our foremen was spending on recreation, so I suggested to the President that I have one of my assistants take over the work — he agreed, and within half an hour we had a paid recreation director. Eventually I will put a trained leader into that job."

Some full-time paid recreation directors and most of the other employees acting in this capacity are not sufficiently trained for their work. There is a common tendency to appoint an ex-athlete to this job simply because he was a star player of one or more sports rather than because of his knowledge of the whole field of recreation. In one large firm the recreation director, who was an ex-hockey star, complained that he could not secure participation on the part of the female staff. Although 60% of the employees were female, 75% of the activities were sports appealing only to men. In another firm an ex-athlete stated that older employees are not interested in recreation, but an examination of his programme revealed little to interest them. On the other hand, where there were recreation directors (including some ex-athletes) who had some training and the right philosophy on recreation, the programmes had greater variety, higher participation, wider appeal and more economical and efficient operation.

A properly trained industrial recreation director would co-ordinate activities, stimulate employee participation and employee leadership, find facilities, select equipment, promote variation in the programme, and form an effective liaison with other recreation organizations in the community. Like a

personnel manager, he would be in an intermediate position between employer and employee. His job would be to co-ordinate and stimulate rather than to control the programme.

To be realistic, however, even if industries were receptive to paid leadership in recreation, there are not enough trained directors available. In future this difficulty will be overcome, but for some time the majority of industries are going to depend on untrained members of personnel staffs or volunteer employees. The only practical answer to the problem is to make available literature, training courses and conferences, which will supplement their training and experience and enable them to perform their duties more successfully.

Personnel Departments

Many companies believe that recreation is "human engineering" and therefore the personnel manager, employee supervisor or manager of employee relations is often actively interested in the recreation programme.

The acceptance of this arrangement depends upon company policy and the personality and interests of the personnel director and his staff. In some companies, notably Thompson Products Limited, St. Catharines, the personnel department has complete executive control, whereas in Canadian General Electric Company, Peterborough, or The Steel Company of Canada, Hamilton, it is company policy for the personnel officer to act in an advisory capacity only. In other companies the personnel department is not concerned with the recreation programme.

In 39% of very large companies and 38% of large companies the personnel department is reported as being active in administering the recreation programme. (Fewer medium and small companies have personnel departments.)

Employees' Participation in Organization

In some companies there are several employee associations and all of these conduct some recreation activities which are part of the total employee recreation programme. Quarter Century Clubs, Girls Clubs, Veterans Clubs, Pensioners Clubs and so on, often have recreation activities. The Pyramid Club of the Libby, McNeil and Libby Company, Chatham, is concerned with employee welfare, annual presentations and recreation. The Social and Athletic Club of Somerville Limited, London, and the Ford Girls' Club (Ford Motor Co., Windsor), raise money for charities through their social activities. However, as mentioned previously, in most

large companies an employees association concerned only with recreation is usual. 30% of companies reported having an employees association, and 37% reported having an elected employees committee, while 31% reported using volunteer employees to operate the recreation programme.

As already mentioned, many companies depend entirely upon volunteer employees to lead the various activities whether or not there is a paid recreation director or a management-employee organization directing the programme. This arrangement has both advantages and disadvantages. The advantages are that by this means more employees are active in planning and conducting the activities, and volunteer leaders are usually enthusiasts themselves and stimulate interest. However, the disadvantages are that volunteer leaders (without competent guidance or training) lay too much stress on winning the game and are inclined to favour employees of long standing who are skilful players, while ignoring the newer or less skilful ones. Unless these leaders change frequently, cliques develop which weaken the programme. Moreover, while volunteer leaders for most sports are available in most industries, few can be found to lead cultural activities. Frequently this means that the budget is spent solely on athletic events instead of on paid outside leadership for other activities.

The tabulated questionnaires (Table 8) reveal that 64% of small companies reported using volunteer employees to operate their activities, while larger companies which have greater budgets and more paid leadership use volunteer employees to a lesser extent. This emphasizes the point that both trained recreation directors and better trained volunteer leaders are needed in industry at the present time.

Union Participation

Union participation in industrial recreation programmes is difficult to assess. Out of 219 companies, 22 reported that unions participated in the recreation programme or held recreation activities on their own.

Most of those consulted during our survey made a distinction between a **company** recreation programme and a **union** recreation programme. It was the consensus that in line with the most common practice in industry today, company recreation programmes in which management, office and hourly-wage employees participate should be operated under an employee-management organization concerned only with recreation. A number of reasons were advanced in support of this view. It was said that

recreation programmes in industry were designed to re-create and develop the individual and to promote goodwill within the industry and in the community. They should have no other aim and no other purpose. It is only when this principle is ignored that difficulty is encountered in operating an industrial recreation programme.

In the United States the National Labour Relations Board has ruled that an employee-management recreation organization does not violate the National Labour Relations Act so long as the employer does not attempt to coerce or intimidate the employee through recreation activities, and so long as the employees do not attempt to use the recreation organization as a collective bargaining agent. This ruling is in agreement with the opinion that the organization operating the recreation programme should not concern itself with hiring or firing, grievances, labour-management disputes or any matters other than recreation. It is precisely for this reason among others, that a company recreation programme should be kept on an independent footing. Unions have the very important function of acting as bargaining agents for employees and in contrast to recreation organizations must concern themselves with collective bargaining and industrial relations. Moreover, it was said that one of the greatest values of employee recreation is that it breaks down barriers between management, office and hourly-wage employees. Since as a general rule only the hourly-wage employees are included in the bargaining unit, an industrial recreation programme operated solely by a union leaves management and office employees without participation or forces them to have a separate one of their own, both of which alternatives are less desirable than a company recreation programme which includes everyone working in the company. Where there is an independent organization concerned only with recreation, and where both management and employees have the right concept of employee recreation as being apart from collective bargaining, the recreation programme proceeds without difficulty and benefits everyone. This, of course, is its purpose.

Unions however, usually carry on recreational activities as part of their union programmes for their members. As mentioned previously, people who have a common bond of relationship through an association of one kind or another like to spend some of their leisure time together, and unions are not different from other associations in this respect. Union recreational activities may be held in union halls, private premises, or in some cases on company premises.

Independently the unions are very interested in recreation. Such unions as United Steelworkers and the United Auto Workers are organizing recreation councils in their locals and even on an area level. Recently the United Auto Workers appointed a Director of Recreation to supervise union recreational development in Canada. Practically all unions now reserve between 1 to 2% of their union dues for recreational purposes.

Unions are not lacking in community consciousness on recreation. In Brantford, for instance, union representatives are members of the Recreation Commission and there, as in other towns, they work continually for improved community recreation. Since one of their main objectives has always been to reduce the hours of work, they believe that trade unions should concern themselves with promoting the wholesome utilization of the increasing leisure time.

TABLE No. 8
Company Organizations for Operating Recreation Programmes
General Method of Organization — 219 reporting companies

SIZE OF COMPANY	No. Rptg.	Management Alone		Mgt.-Employees Jointly		Employees Alone	
		No.	%	No.	%	No.	%
Very large	28	1	4	20	71	7	25
Large	98	6	6	53	54	39	40
Medium	52	2	4	18	35	32	61
Small	41	0	0	18	44	23	56
All companies	219	9	4	109	50	101	46

Specific Details of Organization

SIZE OF COMPANY	Paid Rec. Director		Personnel Dept.		Elected Empl. Committee		Empl. Assoc.		Volunteer Employees	
	No.	%	No.	%	No.	%	No.	%	No.	%
Very large	7	24	11	39	9	32	7	24	9	32
Large	0	0	37	38	42	43	32	33	25	26
Medium	0	0	7	13	16	31	13	25	9	17
Small	0	0	3	7	14	34	14	34	26	64
All companies	7	3	58	26	81	37	66	30	69	31

NOTE: The last three classifications are not mutually exclusive.

For unions see text.

Financing Industrial Recreation Programmes

Almost every company follows a different practice where budgets for recreation are concerned. Aside from those companies having a small recreation programme which might be financed by management alone or employees alone, the majority of employee recreation programmes are jointly financed by management and employees. It is the usual practice for management to provide and maintain those facilities which are on company-owned property and in addition to contribute towards the annual operating costs of the recreation programme on a pre-determined percentage basis — usually 50%. The other 50% being paid by the employees. In some cases profits from canteens or concessions, admission fees to certain events, or money raised through collections, raffles or donations, are added to the general fund.

This arrangement whereby operating costs are borne by management and employees in some mutually acceptable and clearly defined ratio has certain marked advantages.

One employer described these as follows:

"Employees only appreciate the programme if they are contributing to it. A recreation programme like any other part of our operation should be run on a budget. We match the contributions made by the employees and then let the Recreation Club dole out the money. They know how much they can spend and an activity has to justify itself or they won't vote money for it. This arrangement has saved the Company money and many headaches as well. Before, we were asked for donations continually and it was hard to know when to give and when to refuse. There was a lot of complaining. Now all requests are referred to the Club and they spend the money where the greatest number of employees will benefit."

The salient principles to be followed in financing a recreation programme, seem to be, first, that employees and management share the operating costs. Secondly, that their contributions and any other sources of revenue be clearly defined and clearly understood by all concerned. Thirdly, that an annual budget be drawn up, and fourthly that the budget be controlled by a properly constituted employees committee or recreation club (on which management usually has a representative) so that the money is spent fairly and in the best interests of all employees.

The replies to the questionnaire would indicate that in general these principles are followed by industries in Ontario as shown in the tables which follow.

In 76% of companies, the operating costs are shared by management and employees. In only 19%

of companies is the entire cost of the programme borne by management and most of these are small programmes necessitating little in the way of organization. In only 5% of companies is the programme financed by employees alone. In 15% of companies, revenue from concessions, mobile canteens, snack bars, and from coca cola, cigarette, chocolate bar and other vending machines is devoted to recreation.

Management's contribution, as shown by the tables, is slightly misleading because some firms obviously included revenues from concessions along with management's contribution, since the accounts are usually channelled through the company's accounting system. In addition, many firms found it difficult to assess their percentage contribution accurately, because of special donations or instances where management pays the entire cost of one activity — usually the Christmas party or company picnic. The many small programmes included in the tables also confuse the deductions. Perhaps the best that can be said for the tables is that **aside from the small programmes** they show that where management contributes to the cost of the programme, in 57% of companies their contribution is between 25 and 75% of the cost.

Employees' contributions are usually made in the form of payroll deductions, membership fees or paid admissions. In some cases, several of these methods are used. However, 38% of companies use payroll deductions, 47% use membership fees and 51% use paid admissions.

Some indication of the amount of money which is being spent on employee recreation in **operating costs alone** can be seen from the fourth section of Table 9. These are exceedingly conservative estimates, since many companies with extensive programmes were reluctant to disclose how much they spend on recreation. However, 211 companies employing 89,877 persons reported spending \$402,364 per annum on employee recreation. The annual operating cost per employee is \$4.48. From this data two conclusions can be drawn; first that a fairly comprehensive employee recreation programme can be operated at low cost to the company, since if the employees pay 50%, the cost to the firm on the average is only about \$2.24 per year. Secondly, that if the total annual operating cost reported by 211 companies is indicative of what is spent by all manufacturing firms in Ontario (582,585 employees), \$2,600,000 is being spent annually on employee recreation in **operating costs alone**.

TABLE No. 9

Financing Industrial Recreation Programmes

General Method — based on 204 reporting companies

SIZE OF COMPANY	No. Rptg.	PERCENTAGE USING			Also Uses Concessions
		Management Alone	Mgt.-Employees Jointly	Employees Alone	
Very large	29	17	76	6	17
Large	91	13	80	7	14
Medium	44	14	82	4	16
Small	40	38	60	2	15
All companies	204	19	76	5	15

Management's Contribution — based on 147 reporting companies

SIZE OF COMPANY	No. Rptg.	MANAGEMENT CONTRIBUTES			
		76-100%	51-75%	26-50%	0-25%
Very large	19	32	11	47	10
Large	63	33	16	29	22
Medium	33	27	12	45	16
Small	32	47	19	16	18
All companies	147	35	15	32	18

How Employees Contribute — based on 135 reporting companies

SIZE OF COMPANY	No. Rptg.	PERCENTAGE USING		
		Payroll Deductions	Membership Fees	Also Uses Paid Admissions
Very large	19	47	42	58
Large	58	26	53	48
Medium	37	49	41	57
Small	21	43	48	43
All companies	135	38	47	51

Annual Operating Costs — based on 211 reporting companies

SIZE OF COMPANY	No. Rptg.	No. Employees	Annual Operating Cost	Annual Operating Cost Per Employee Per Annum	Annual Operating Cost Per Employee Per Week
Very large	19	37,358	\$111,280	\$2.98	6 cents
Large	77	37,952	191,331	5.05	10 cents
Medium	44	8,546	53,118	6.22	12 cents
Small	71	6,021	46,635	7.74	15 cents
Total	211	89,877	\$402,364	\$4.48	9 cents

Unions included in employees.

In the table above it is shown that in Ontario 211 companies report an average weekly expenditure on recreation of 9 cents per employee.

The Purdue University survey states that in the United States in companies having 50-500 employees the average weekly expenditure is probably 6 cents per employee.

The National Industrial Conference Board survey based on reports from companies of all sizes in the United States, shows a weekly expenditure per employee of approximately 10 cents.

Facilities for Industrial Recreation

The absence or inadequacy of facilities for recreation has had a limiting effect on industrial recreation programmes. While many companies have cafeterias or other large indoor areas which are used as recreation halls and also have outdoor sports fields, others must rely on publicly or privately-owned facilities which are already being used to capacity.

Manufacturers building new plants are including recreation facilities in their plans, but those with older plants, especially in large cities, cannot meet the need. These have shown considerable initiative and enterprise in finding and using facilities available in the community. Municipally-owned golf courses, tennis courts and playing fields, public parks, beaches and picnic areas and privately-owned bowling alleys and dance halls are widely used. Auditoriums, gymnasias, swimming tanks and squash courts in Y.M.C.A.'s, schools and churches are in demand for industrial programmes. However, all avenues of recreation are expanding and all are competing for facilities, with the result that many industrial programmes must be curtailed for lack of facilities. Bowling alleys and ice surfaces were the two most frequently reported to be in short supply. Municipal recreation directors say that where industries seek their help, it is usually to secure facilities. But industries, unlike some other organizations in the community, have financial assets. In some cases these assets are considerable and plant facilities can be provided out of tax-free appropriations. In time,

industries will solve this problem. In fact, many of them have already done so and in some cases the use of company-owned facilities is extended to other groups in the community.

A few companies when filling in their questionnaires were loath to report on whether they had company-owned facilities or not. However, 189 companies report ownership of 125 facilities of one type or another. 25% of companies own recreation halls (or space used for this purpose when required), 20% own sport fields, 16% of very large and 4% of large companies own bowling alleys, 4% of very large companies own swimming tanks and 12% of these companies have gymnasias. In addition, 18 other types of facilities were mentioned by some companies as being company-owned.

In interpreting the second part of Table 10 on the use of company-owned facilities, it must be explained that many companies included cafeterias in their lists of company-owned facilities. Since naturally, in many cases their use is restricted to employees only, the percentages of facilities not used by "others" than employees are accordingly high. In spite of this, only 36% of all company-owned facilities are used **only** by employees. 64% are used by "others" which includes families, friends and other groups in the community. This is indicative of the increasing contribution industry is making towards community recreation in Ontario.

TABLE No. 10
Facilities for Industrial Recreation
Company-Owned Facilities — based on 189 reporting companies

COMPANY-OWNED FACILITY	25 Very Large Companies		81 Large Companies		48 Medium Companies		35 Small Companies		189 All Companies	
	No.	%	No.	%	No.	%	No.	%	No.	%
Recreation hall	9	36	24	30	11	23	3	9	47	25
Sports field	9	36	20	25	5	10	4	11	38	20
Bowling alleys	4	16	3	4	1	2	0	0	8	4
Swimming Tank	1	4	1	1	0	0	0	0	2	1
Gymnasium	3	12	0	0	0	0	0	0	3	2

Miscellaneous Company Owned Facilities Mentioned by Reporting Companies

Rifle ranges	Summer cottages	Golf courses
Ice arenas	Lawn bowling greens	Curling rinks
Tennis courts	Playgrounds	Fishing resorts
Badminton courts	Wading pools	Snooker rooms
Theatres	Horseshoe pits	Libraries
Country Clubs	Shuffleboard Courts	Photographic studios

NOTE: The majority of companies own **cafeterias** which often double as recreation halls. These are not shown in this table.

Use of Company-Owned Facilities — based on 85 reporting companies

13 Very Large Companies		52 Large Companies		13 Medium Companies		7 Small Companies		85 All Companies	
Empl. Only	Others	Empl. Only	Others	Empl. Only	Others	Empl. Only	Others	Empl. Only	Others
46%	54%	39%	61%	31%	69%	29%	71%	36%	64%

NOTE: Percentages of company-owned facilities used by employees only are too high because many companies included **cafeterias** which would logically be restricted to employees.

Publicizing the Programme

Even the best of recreational programmes can wither and die unless the employees **know** about the activities and are encouraged to take part. Various methods are used to stimulate participation. Publicity by means of notices on bulletin boards, articles in the company paper, announcements over the public address system, notices in the public press, invitations inserted in pay envelopes, invitations posted to employees' homes, sales of tickets, membership campaigns, posters, contests and previews of events, is often effective. Interest questionnaires circulated periodically and suggestion boxes throughout the plant bring in new ideas.

Since new employees are frequently loath to attend recreational activities at first, some firms include a talk about their recreational programme in their induction training, others issue handbooks to

new employees, while some firms offer new employees an opportunity to join the recreation club when hired. In other companies the departmental manager, the foreman or the departmental representative of the recreation organization is responsible for bringing new employees to recreation activities.

The replies to the questionnaires indicate that notices on bulletin boards are used by practically all firms to publicize their recreation programme. Very large firms use the company paper. Interest questionnaires are only used by 9% of firms, while 27% depend upon "other employees" and 13% on "management" to encourage participation. Only 7% use announcements over public address systems, while 22%, particularly the larger firms, include information about their recreation programmes in their induction process.

TABLE No. 11

Methods of Promoting Industrial Recreation Programmes

based on 214 reporting companies

SIZE OF COMPANY	No. Rptg.	Bulletin Boards	Company Paper	PERCENTAGE USING				
				Quest. Interest	Other Employees	P.A. System	Manage- ment	When Hired
Very large	32	84	63	3	28	6	9	28
Large	94	99	27	14	31	10	13	32
Medium	50	96	12	10	20	6	10	10
Small	38	95	13	3	29	0	18	11
All companies	214	95	26	9	27	7	13	22

Miscellaneous Methods

Posters

Letters of invitation within the plant

Letters of invitation to the homes

Contests

Employee handbooks

Inserts in pay envelopes

Sale of tickets

Membership campaigns

Value of Employee Recreation

Is an employee recreation programme worthwhile?

The value of recreation programmes to an industry can be measured in a number of ways. This survey has shown that 80% of industrial firms have some sort of employee recreation programme, and that over 80% of the larger companies have fairly extensive programmes. Management, in 76% of companies contributes towards the operating costs, and in many cases has provided expensive company-owned facilities. On the other hand, employees in most companies help to operate the programme, support it financially and participate in its activities. The presumption is then that both management and employees are convinced of its value, otherwise there would be little employee recreation in industry.

If any further proof of the value of employee recreation were needed it is only necessary to read what the manufacturers themselves have to say. Of the 151 companies replying to this question, 98% stated that their recreation programmes are valuable and clearly defined what, in their opinion, are the values. No check list of values was used because we preferred to secure spontaneous answers. These values and their frequency are given below:

1. Improves inter-employee relationships; reduces departmental isolation; promotes better understanding between office and factory workers; produces better "team spirit and harmony" (69).
2. Improves employer-employee relationships; produces mutual understanding and respect between management and labour (64).
3. Produces better relationships between industry and the community (19).
4. Improves the morale, personality and health of employees (18).
5. Brings the families of employees into closer relationship with the breadwinner's place of employment and with each other (12).
6. Develops leaders among the employees (8).
7. Provides cheaper recreation for employees (7).

8. Reduces labour turnover and absenteeism, increases production (6).
9. Supplies good advertising or public relations (6).

A number of additional values were mentioned which are worth recording. When interviewing manufacturers we asked them whether in their opinion, employee recreation had the effect of increasing production. Invariably the answer was somewhat as follows:

"So many factors affect production in an industry that the effect of recreation would be impossible to measure. However, an industry depends upon its human resources for its success. We believe that our human resources benefit from recreation and so we believe that recreation increases production."

Improvement in physical health, in dexterity of eye, hand, foot and mind, comes from hobbies, sports and cultural pursuits and all these help to develop the manipulative skills demanded in industry. Improvement in mental health results from outlets for self-expression, leadership and personal recognition, from relief from monotonous repetitive jobs, from the satisfaction of creating or performing as well as from the pleasure of contributing to the well-being of other persons. All these promote the development of the individual worker and in turn promote the success of the industry.

Industries, which have employee recreation programmes are in a preferred position for attracting and holding labour. These companies become known as desirable places to work, and attract a higher type of worker.

Recreation is an excellent medium through which to integrate the various social groups working in industry. The ever-increasing number of workers from other countries whose languages and cultures differ from ours can find in the friendly atmosphere of recreational activities, the best informal training in Canadian democratic citizenship. Thus industries can promote their own prosperity and also render a service to the nation through employee recreation.

TABLE No. 12
Value of Employee Recreation

SIZE OF COMPANY	No. Rptg.	Valuable		Doubtful Value		No Value	
		No.	%	No.	%	No.	%
Very large	25	25	100	0	0	0	0
Large	68	67	99	1	1	0	0
Medium	33	31	94	1	3	1	3
Small	25	23	92	2	8	0	0
All companies	151	146	97	4	2	1	.7

NOTE: The only company considering its programme to be of no value has only 2 continuing activities and management gives the programme no assistance.

Remarks from Questionnaires on Values of Employee Recreation

Turnbull Elevator Co. Ltd.

"Since we have organized all our activities under our Employees' Association, we have found a wonderful response from the employees and management. At the present time we have more harmony in our activities, and participation in nearly all of them, bringing management and employees closer together in an understanding of each other's value and worth."

Crouse-Hinds Co. of Canada Ltd.

"We have tried to guide our recreational planning along the lines that provide the greatest amount of pleasure and enjoyment for the largest number of employees possible. We feel that this has succeeded in promoting goodwill between employees and management and has given the employees a better chance to become acquainted with each other and with management."

R.C.A. Victor Company Limited

"Develops feeling of fellowship, lowers the barrier between employees and supervision and between factory and office employees. Tends to encourage that feeling of belonging and may reduce labour turnover."

Midland Shipyards Ltd.

"Having a recreation programme encourages the employees in their production efforts and gives them the secure feeling that the management is personally interested in their welfare and that of their families. It generally builds good feeling to management-labour relations. The high standard and good sportsmanship of our activities demands respect from other industries and the general community. This in turn reflects on, and is enjoyed by our employees."

A. V. Roe Canada Limited

"Contributes to 'community' feeling within the company, helps broaden the number of acquaintances of employees. Gives persons in all categories a chance to meet on common ground. Provides inexpensive recreation for a percentage of employees."

Sangamo Co. Ltd.

"The company benefits indirectly through improved employee relations. Employees benefit in proportion to their participation in development of leadership abilities, improved understanding, personality development, or just getting to know other people better. The community benefits indirectly from any programme which results in the development of individuals as well as the progress of a well managed company."

Dunlop Tire & Rubber Goods Co. Ltd.

"In my opinion there is a need among industrial workers for self-expression due to the monotony and sameness of factory work. A good all-round recreation programme which allows the greatest number to participate is most valuable toward meeting this need."

Willards Chocolates Ltd.

"Recreation affords an opportunity for all employees to intermingle under a considerably more relaxed atmosphere than the business day allows. Relatives and friends are also afforded the occasion to meet personnel in the organization for whom their relative or friend works. It is obviously conceivable that a well conducted programme will perform a satisfactory public relations job for any company supporting it."

Canada Machinery Corporation Ltd.

"A means of employees and their families becoming acquainted and furthering community social life."

Duplate Canada Ltd.

"It is felt that our recreation programme is of great value to the company, the employees and the community. Our company is respected and praised for its management-employee relations — our employees have excellent social gatherings at no cost to themselves — the community activities receive financial and moral support through our recreation programme."

Problems in Industrial Recreation

It is unlikely that any employee recreation programme can be conducted without meeting problems. However, the extent of the problems depends upon the extent of the programme. Only those content with a poor recreation programme have no problems.

Of the 222 companies reporting programmes with 2 or more continuing activities, only 89 reported problems. Undoubtedly, more companies would have reported problems had the question been presented as a check list. This was purposely avoided, since spontaneous answers were held to be more significant.

The problems mentioned by reporting companies and their frequency are given below:

1. Inability to maintain sustained adequate participation (18).
2. Inability to offer enough variety to maintain an interest in all classes of employees (15).
3. Lack of facilities (11).
4. Lack of participation by older employees (7).
5. Lack of capable leadership (6).
6. Difficulty in mixing office and factory employees (4).

7. Lack of suitable financial arrangements (4).
8. Lack of participation by female staff (4).
9. Difficulties created by shift work (4).
10. Lack of new ideas and not knowing of sources of assistance and information (3).
11. Wastage of employees' time in organizing programmes (3).
12. Lack of co-ordination with outside agencies, resulting in duplication (3).
13. Arranging programmes to secure adequate family participation (2).
14. Lack of participation by teen-agers (2).
15. Employees want the company to pay the entire cost (2).
16. Lack of co-operation from unions (1).
17. Inability to assess employees' interests (1).
18. Transportation difficulties (1).

Most of the problems listed above could be overcome by capable, qualified, and enterprising leadership.

Outside Services on Industrial Recreation

Earlier in this report we mentioned that in the United States, at least two membership organizations, the National Recreation Association and the National Industrial Recreation Association, as well as a number of state-supported or municipally-supported recreation commissions held conferences and supplied literature and advisory services to industries on employee recreation. In addition, some universities, notably Purdue University and the University of North Carolina, operate consulting services to industries on recreation. In Canada however, no advisory services solely directed towards industrial recreation exist, and it was to explore this field of service and find out what were the needs and how they could be met that questions 9 and 12 were included in the questionnaire.

In interpreting the replies to these questions a number of factors must be kept in mind. In these questions we departed from reality—from what

actually was going on in the manufacturer's own plant and asked him to express opinions and commit himself on matters which, to some, were pure conjecture. For instance, we asked if he were interested in having at his disposal an advisory service or literature on industrial recreation. We also asked him whether he sought assistance from outside sources (including the municipal recreation director) even though there are few outside sources of assistance, nor is there, in some communities, a municipally-paid director of recreation. Some manufacturers do not know what a municipal recreation director is, nor are they aware that there is one in their town. In some instances it has never occurred to them that the recreation director might be interested in their recreation programme. For these and other reasons, some manufacturers did not answer the questions, but it would be wrong to presume that because no reply was entered on the questionnaire, they did not want literature or assistance. Without exception every

manufacturer whom we interviewed personally and to whom we were able to explain what was meant by the questions, expressed a need for literature, conferences, leadership courses and an advisory service.

In tabulating the replies to questions 9 and 12, in order to err on the conservative side if at all, the percentages were not based on those reporting to the question but rather on the whole 222 firms which have a fairly comprehensive recreation programme. Therefore the percentages quoted are correspondingly low.

What information can we derive from Table 13 which follows?

Of the number of firms replying to Question 9 (on what outside services on industrial recreation are now being used) only 22 reported seeking outside assistance. Two-thirds of these sought assistance on securing facilities and one-third on organization, planning programmes and so on. This is probably because no assistance except in procuring facilities is readily available.

The replies to question 12 which are tabulated in the second part of Table 13, yield some interesting information. While only 10% of all firms reported that they are receiving any form of outside assistance at present, 57% or **six times as many** would like such assistance in the future. Manufacturers report a need for:

1. Literature on employee recreation.
2. Increased facilities.
3. An advisory service.
4. Conferences with representatives of other industries.
5. Short regional training courses in employee recreation leadership.
6. Local associations of manufacturers interested in employee recreation.
7. More effective liaison with municipal recreation directors and with community recreation programmes.
8. More paid leadership in employee recreation (4% of companies).

TABLE No. 13
Outside Services for Industries on Industrial Recreation
Outside Services Being Received at Present

COMPANIES	32 Very Large		99 Large		51 Medium		40 Small		222 All	
	No.	%	No.	%	No.	%	No.	%	No.	%
Any service	8	25	6	6	4	8	4	10	22	10
Municipal recreation director	7	22	4	4	2	4	4	10	17	8
Others	4	13	5	5	3	6	0	0	12	5

NOTE: One company may procure assistance from both "Municipal Recreation Director" and "Others".

Outside Services Requested for the Future

COMPANIES	32 Very Large		99 Large		51 Medium		40 Small		222 All	
	No.	%	No.	%	No.	%	No.	%	No.	%
Any type of assistance	26	81	66	67	20	39	15	38	127	57
Literature	19	59	58	59	15	29	9	23	101	45
Increased facilities	14	44	24	24	4	8	4	10	46	21
Advisory service	12	38	20	20	6	12	5	13	43	19
Conferences	13	41	15	15	6	12	4	10	38	17
Leadership courses	6	19	17	17	3	6	5	13	31	14
Co-op. municipal recreation director	5	16	9	9	4	8	2	5	20	9
Co-op. other industries	2	8	8	8	6	12	1	3	17	8
Paid leadership	2	8	5	5	0	0	2	5	9	4

Industrial Recreation and Community Recreation

Manufacturing industries through their recreation programmes have shown very clearly that industry recognizes its responsibility for promoting a livable community. As mentioned elsewhere in this report, 82% of industrial recreation programmes include the families of employees in some of their activities and 57% include friends as well. In addition 64% of companies having company-owned facilities make them available to persons other than their immediate employees. In listing the values of industrial recreation many manufacturers mentioned it as an aid to fostering good community-industrial relations.

For industries to extend their recreation programmes to include families and friends of employees and for them to support community recreation, is good public relations. Their present or potential employees, their present or potential customers, their suppliers as well as their shareholders are all residents of the greater community. Enhanced public relations is one of the greatest values accruing to an industry from recreation. Moreover, a good community means savings in dollars and cents to an industry. Community recreation reduces social failures. Delinquency, vandalism, poverty, alcoholism and crime require large municipal expenditure. Since industries are the major contributors to municipal revenues it is definitely in their interests to support community recreation rather than to pay higher taxes for public welfare, fire and police protection and the treatment of social failures.

Not all manufacturers have matured in their thinking to the point where they are accepting some responsibility for the recreational needs of the community. Indeed there is a yardstick against which this acceptance of responsibility can be measured. First there are the industries that see only the recreational needs of their immediate employees; then there is the large majority of industries that see not only the needs of their employees but those of their employees' families and friends. Still more advanced in their philosophy are those industries that go one step further and extend the use of their facilities to the community and even build facilities for community use or contribute financially to publicly-owned facilities or programmes.

Outstanding examples of the philosophy of companies measured by this yardstick are worth considering. In the first group is one large company which has a long-standing and well-known employee recreation programme and owns extensive recreation facilities which stand idle some of the time. This

company in general restricts its programme and the use of its facilities to its employees. An official of this company stated in effect:

"We receive many requests for the use of our facilities from groups in the community but do not feel it is our responsibility to provide recreation for the community. We don't ask anything from the community!"

In the third group are Goodyear Tire & Rubber Co. of Canada Ltd., National Cellulose of Canada Ltd., R. L. Crain Limited and many others that have playing fields which the community has the privilege of using. Hussman Refrigerator Co. has offered land to the community for a children's playground; North American Cyanamid Limited of Niagara Falls built and maintains a swimming pool which is used by 2,000 residents of the community daily during the summer months. Canadian Line Materials Limited, Scarboro Junction, seeing the need for a community playground in an area built up after the war, established one on part of its property, providing the equipment and paying for supervision. In Leaside a number of the industries recently made large contributions to the building fund for a community centre although less than 25% of their employees live in the community. These are only a few of the many instances where industries are making a practical and valuable contribution to community recreation.

Industries also support community recreation in other ways — aside from supporting it through taxation, donations or in providing facilities. A number of industries turn over the profits on their activities to the municipal recreation director to help support the community programme. Industrial athletic teams play benefit games in aid of community projects. Industrial glee clubs and theatrical societies visit local hospitals and other public institutions to assist in their recreation programmes and many activity groups in industry use the support of some local welfare project as an added incentive to participation in its own programme.

While at present many examples of industry-community co-operation can be cited, this co-operation will in all likelihood increase in the future. Industries have expressed the need for an advisory service on employee recreation, for literature, conferences, training courses and so on. They are open-minded and receptive to sound leadership. Sound leadership in recreation will promote community consciousness on the part of industry.

To what extent are those concerned with community recreation accepting responsibility for the needs of industry in recreation? This brings us to the municipal recreation directors and the part they are playing in industrial or employee recreation in their communities.

We mentioned earlier in this report that a questionnaire was sent to the municipal recreation directors. From the response to the questionnaire or from the personal interviews, it would be difficult to conclude that all municipal recreation directors are interested in employee recreation or that there is a very active liaison between them and the industries in their communities. Indeed, if many manufacturers know very little about the municipal recreation directors or their work, many recreation directors have little contact with manufacturers and are uninformed about their employee recreation programmes. Some stated that manufacturers think municipal recreation directors are concerned only with children's playgrounds or teen-age programmes or the like, and therefore only call upon them when they need facilities. Some stated that they had little contact with industry because there were no manufacturers on their recreation commissions. Others said that they are so overworked as it is, that they have no time to explore a new field.

A few municipal recreation directors however, have developed an active liaison with industries. They call on the industries, attend meetings of manufacturers, post notices of community activities on bulletin boards in the plants, draw up schedules for industrial leagues, plan programmes, supply facilities and equipment, give advice on organizing activities and make a point of attending industrial events. One Director made this comment:

"Every household in my community has a wage-earner employed somewhere and so I believe that through employee recreation I can reach every home in the community. Industries have a powerful voice in any community and I make a point of meeting manufacturers through Kiwanis, Board of Trade, Rotary and other clubs or at their plants. I help them where I can but I make very sure that they know about my work and what I am trying to do. Now I know what recreation programmes they have and who are their key employees. What's more, industry's support behind my community programme has made it possible for the City Council to enlarge my staff and increase my budget."

The answers received to three specific questions included in the questionnaire sent to municipal recreation directors are worthy of consideration.

Question 1.

How could the Community Programmes Branch assist industries interested in employee recreation? How could the Branch assist municipal recreation directors in handling inquiries from industries on employee recreation?

(a) Providing literature or motion pictures on organization, facilities, programmes, etc.

(b) Providing regional leadership training courses for employees in industries having no trained recreation directors, etc.

Answers. The suggestions and their frequency were as follows:

Assistance	Percentage
1. Literature, films, etc.	48%
2. Leadership training	44%
3. Advisory service	26%
4. Conferences	15%
5. Area test project	11%
6. Industrial section in O.R.A.	4%
7. Convincing municipalities of need for larger staff	4%
8. Promote employees' vacation camp.	4%

Question 2.

To what extent are you consulted by your Community Planning Boards or your Industrial Commissions on the recreation facilities in your community available to workers in new industries or in established industries?

Answers. Less than one-fifth of the municipal recreation directors reported any appreciable relationship.

Question 3.

To your knowledge what are the chief problems facing industrial recreation?

Answers. The problems mentioned and their frequency were as follows:

1. Lack of leadership or leadership training courses	50%
2. Lack of facilities	31%
3. Shift work	19%
4. Failure of recreation directors to approach industry	19%
5. Educating industries to the value of recreation	13%
6. Too much emphasis on athletics	13%
7. Lack of community spirit on part of industries	13%
8. Lack of family participation	6%
9. No activities for women	6%

It is interesting to note that the replies to the questionnaire sent to municipal recreation directors agree in some important particulars with the replies sent in by manufacturers to their questionnaires — namely the need for literature, an advisory service, conferences, leadership training courses and for a greater liaison between industries and recreation directors. The directors also mention the need for a more effective liaison with those concerned with industrial development and community planning.

Summary and Action Programme

*"We have organized for the production of leisure —
now we need better organization for its consumption."*

— HERBERT HOOVER.

SUMMARY

This introductory inquiry into industrial or employee recreation has shown that this aspect of community recreation merits attention and some service from public recreation organizations in Ontario for the following reasons:

1. Ontario is the industrial province of Canada. Therefore, any factors which affect industry or the well-being of industrial workers, are of prime importance to this Province.

2. The value of employee recreation in industry is now recognized. Over 80% of manufacturing firms have some kind of recreation programme and over 80% of the larger companies have fairly extensive programmes.

3. Recreation programmes in industry are typical of other forms of employee recreation as carried on by public utilities, departmental stores, financial houses, insurance companies, civil services, and other organizations. (Total labour force in Ontario is approximately 1,800,000.)

4. Labour unions are taking an active interest in recreation for their members.

5. In the event of a full mobilization of industry for war production, employee recreation will assume added importance and will expand greatly, as it did in the last war.

6. Industrial recreation is an important part of community recreation. Industrial programmes are not restricted to employees but include their families and friends. Moreover, the use of company-owned facilities is often extended to the community and industries are contributing financially to the support of community recreation. With sound leadership industries can become strong supporters of community recreation and community recreation directors.

7. Community recreation and the opportunities for recreation for employees are important factors in community-industrial development, but those charged with the responsibility for community recreation are frequently unaware of this fact.

8. Industries are the major contributors to the municipal revenues which support community recreation, but their recreation programmes are self-sustaining and their cost is not borne by the municipa-

lity or the Province. Logically therefore, they are entitled to some services on employee recreation.

9. On employee recreation, industries have indicated a need for literature, an advisory service, conferences, leadership training courses and other help.

ACTION PROGRAMME

In the field of employee recreation in Ontario, the following are needed:

1. **An educational programme** to inform employers, members of town councils and all those concerned with community recreation about all aspects of employee recreation and its co-ordination with community recreation.

2. Literature on employee recreation:

(a) A booklet on recreation in industry containing information on the philosophy and objectives of employee recreation, planning programmes and facilities, and on methods of organizing, financing, operating and publicizing recreation programmes. This booklet would also provide employers with information about the work of public recreation organizations including that of the municipal recreation directors. The booklet should be prepared in co-operation with an advisory panel of 10 or more well known manufacturers (and employee representatives) who would advise on its contents and lend it prestige. The information contained in this booklet would be applicable to employee recreation in general.

(b) A bulletin service which would serve as a medium of exchange of information on employee recreation. It would consist largely of articles contributed by representatives of industries on matters of current interest, as well as information on conferences, training courses, resource material and so on. (Eventually this bulletin service might be taken over and supported by an association similar to the National Industrial Recreation Association or the National Recreation Association in the United States.)

3. **Conferences** on local, regional and provincial levels, of representatives of industries and other companies interested in employee recreation, and those concerned with community recreation. Local conferences to be held in industrial centres, some of which already have Industrial Recreation Associa-

tions (Ottawa, Chatham, Hamilton . . .). Regional conferences to be held in Ottawa, Kingston, Toronto or Hamilton, London, Windsor and in one or two centres in Northern Ontario. One result of these conferences would be more local associations of firms interested in employee recreation. Another result would be a closer liaison between industry and the community recreation directors.

4. **Training courses** on employee recreation leadership for employees of industries and other companies operating recreation programmes. Those eligible might include presidents of employee recreation clubs, chairmen of employee recreation committees, activity group leaders, members of personnel departments and others. (These training courses would be similar to those presently being conducted each year for municipal recreation directors by the Community Programmes Branch.)

5. **An advisory service** on which industries and other companies can draw for advice on organizing and operating employee recreation programmes.

6. **A provincial association** of representatives of industries and other companies interested in employee recreation. (This association might possibly be set up as a branch of the Ontario Recreation Association.)

7. **A closer liaison** between municipal recreation directors and industrial commissioners, as well as Community Planning Boards. Industrial development, community planning and community recreation are all inter-related.

8. **A closer liaison** between industries and municipal recreation directors. A representative of industry should be included wherever possible, on the recreation commission in each municipality. This would promote industry's support of community recreation and lend prestige to municipal recreation directors in their contacts with industry.

9. **Increased facilities.** More community facilities for recreation are needed. These can be provided by federal, provincial or municipal governments or by the industries themselves out of tax-free appropriations. It is essential that over-all community planning on facilities and their maximum utilization be promoted.

10. **Research.** Research into all aspects of employee recreation is necessary. The unique problems of war industries, company towns, transient labour, primary industries and so on, should be explored. Recreation programmes suitable for teen-age workers, pensioners, female employees, family groups, and physically handicapped workers should be developed. The services offered by Purdue University, the National Recreation Association and the National Industrial Recreation Association, as well as state-supported consulting services operated in the United States and those in Great Britain should be studied.

"The industrial worker has by virtue of his productive efforts earned the opportunity for an enriched programme of leisure time activities."

A Bibliography on Industrial Recreation

This bibliography on industrial recreation includes all of the publications examined in connection with this survey. Some of these were found to be of limited value. For the benefit of those persons directly concerned with the practical operation of employee recreation programmes, the most useful publications have been marked*.

Title: ***Industrial Recreation, Its Development and Present Status.**

Author: Diehl, L. J., and Eastwood, F. R. 1940.

Source: Purchase: Department of Physical Education, Purdue University, Lafayette, Indiana, U.S.A.

Booklet. This nation-wide survey is one of the most important enquiries made in the field of industrial recreation in the U.S.A.

Title: ***Planning Industrial Recreation.**

Author: Duggins, G. H., and Eastwood, F. R. 1941.

Source: Purchase: Department of Physical Education, Purdue University, Lafayette, Indiana, U.S.A.

Booklet. Based on the findings of the survey made in 1940, this booklet gives advice on the formation and administration of an effective industrial recreational programme. Moreover, it has an excellent chapter on the value of industrial recreation in modern industry and business.

Title: ***Selected Source Material in Industrial and General Recreation.**

Author: Haniford, G., Hogman, E., and Eastwood, F. 1944.

Source: Purchase: Department of Physical Education, Purdue University, Lafayette, Indiana, U.S.A.

Booklet. An annotated bibliography on industrial recreation now somewhat out of date.

Title: ***A Handbook for U.A.W.-C.I.O. Recreation Leaders.**

Author: West, Melvin G., International Recreation Director, U.A.W.-C.I.O. 1943.

Source: Purchase: Recreation Department, U.A.W.-C.I.O., 5707 2nd Blvd., Detroit 2, Michigan.

Booklet. An exceptionally good handbook, outlining practical methods for establishing a successful union recreational programme adapted to the particular size of any company.

Title: ***Recreation in Industry.**

Industrial Welfare Society, 1949.

Source: Purchase: Industrial Welfare Society, 48 Bryanston Square, London W.1, England.

Booklet. Of great value, not only because it gives sound, clear advice on all the aspects of forming a "works club", but because it is one of the few publications outlining the British point of view.

Title: ***Community Recreation, A Guide to Its Organization and Administration.**

Author: Meyer, D., and Brightbill, C. 1948.

Source: Purchase: D. C. Heath and Co., Boston, Mass., U.S.A.

Book. This textbook contains a brief but excellent chapter on industrial recreation under such practical headings as Administration, Finances, Facilities, Programmes, Organization, etc., with valuable check lists to aid anyone interested in the formation and administration of an effective worker recreation programme.

Title: ***Employee Recreation Activities.**

Author: Anderson, J. M., Associate Professor of Industrial Recreation, Purdue University, Lafayette, Indiana.

Source: Purchase: Possibly obtainable by writing to author.

Mimeographed brief. A brief analysis of the value of employee recreation programmes.

Title: ***Employee Recreation Activities** (Studies in Personnel Policy No. 102).

National Industrial Conference Board, Inc., 1949.

Source: Purchase: National Industrial Conference Board, Inc., 247 Park Avenue, New York 17, N.Y.

Booklet. This important survey covers practices in 264 plants in the United States, employing 1,245,000 workers and the information is clearly and simply given under easily referred to headings. It is undoubtedly one of the best available publications on employee recreation.

Title: ***"Recreation".**

Source: National Recreation Association.

Purchase: National Recreation Association, 315 Fourth Avenue, New York 10, U.S.A.

Monthly Magazine. Articles appearing periodically specifically on industrial recreation.

Title: ***Publications of National Industrial Recreation Association.**

Source: Purchase: National Industrial Recreation Association, 1 North La Salle Street, Chicago 2, Illinois.

Booklets. This Association issues monthly handbooks and other publications on industrial recreation. Particularly valuable for information on organizing and operating activities.

Title: ***Factory Management and Maintenance.**

Source: Purchase: Care of McGraw-Hill, 330 West 42nd Street, New York 18, U.S.A.

Monthly Magazine. Articles appearing periodically specifically on industrial recreation.

Title: ***National Recreation Congress Proceedings, 1946.**

National Recreation Association.

Source: Purchase: National Recreation Association, 315 Fourth Avenue, New York 10, U.S.A.

Book. Professional recreationalists, management and unions give key articles on leadership training, management-labour co-operation, use of plant and community facilities and many other important factors in industrial recreation.

Title: ***Recreation for Industrial Workers.**

National Recreation Association.

Source: Purchase: National Recreation Association, 315 Fourth Avenue, New York, U.S.A.

Loan: Community Programmes Branch Library, 206 Huron Street, Toronto.

Booklet. A handbook on the organization and financing of an industrial recreation programme with a valuable section outlining actual activities suited for different situations.

Title: **Financing Industrial Recreation.**

Author: Clark, H. E. 1949.

Source: Purchase: Department of Physical Education, Purdue University, Lafayette, Indiana, U.S.A.

Booklet. This abstract of a Master's thesis is based on forty companies studied during 1946, and provides valuable information on this special aspect of employee recreation.

Title: Industrial Recreation Facilities.

Author: Ferris, E. L., and Eastwood, F. R. 1945.

Source: Purchase: Department of Physical Education, Purdue University, Lafayette, Indiana, U.S.A.

Booklet. A facility survey of 61 companies giving valuable information on existing practice.

Title: Recreation in Industry — in "Personnel Journal" April 1948.

Author: Gerber, F.

Source: Purchase: Personnel Journal Inc., Swarthmore, Pa., U.S.A.

Article: Summary of facts revealed by a survey of employee recreation programmes in 28 companies.

Title: A Union at Play.

Author: Hochman, J. 1947 (reprinted from American Federationist).

Source: Purchase: Perhaps obtainable at no cost from International Ladies Garment Workers Union, New York, U.S.A.

Pamphlet. An outline of the actual programme of the I.L.G.W.U. with respect to worker recreation. It is interesting to note that this union's recreational activities include summer vacations.

Title: Athletic Programme of the United Steelworkers of America, 1943.

United Steelworkers of America.

Source: Purchase: Perhaps obtainable from United Steelworkers of America.

Pamphlet. This pamphlet very definitely stresses the union's role in employee recreation.

Title: Industrial Recreation Is Good Business.

General Electric Company.

Source: Free on application to: General Electric Company, Schenectady, N.Y., U.S.A.

Booklet. A good summary of the values of employees recreation is the best feature in this booklet.

Title: Introduction to Community Recreation.

Author: Butler, G., for the National Recreation Association, 1940.

Source: Purchase: McGraw-Hill Book Company, 330 West 42nd Street, New York 18, U.S.A.

Loan: Travelling Libraries or Community Programmes Branch Library, 206 Huron Street, Toronto.

Book. This textbook is primarily concerned with community recreation. However, there is one small, but important section that cites examples of public advisory services catering to industrial recreation programmes.

Title: Spare Time — A War Asset for War Workers.

Federal Security Agency, Office of Community War Services, Division of Recreation, 1943.

Source: Purchase: U.S. Government and Printing Office, Washington, D.C., U.S.A.

Booklet. A general outline on how all community resources can co-ordinate to provide the necessary recreation for war workers.

Title: All Plant Recreation Groups Represented on Community Recreation Planning Groups.

Author: Anderson, J. M., Chief of Recreation, American Airlines, 1947.

Source: Possibly obtainable from Professor J. M. Anderson, Department of Physical Education, Purdue University, Lafayette, Indiana.

Reprint of address. A brief indication of how community and industrial recreation can be co-ordinated.

Title: After the Whistle Blows.

Author: Petrill, J. 1949.

Source: Purchase: The Industrial Recreation Bureau, 162 West 56th Street, New York, U.S.A.

Book. One of the few books written specifically on industrial recreation.

Title: Industrial Recreation Clinic.

Purdue University. 1943.

Source: Purchase: Possibly obtainable from Department of Physical Education, Purdue University, Lafayette, Indiana.

Mimeographed brief. A summary of interesting articles on various aspects of industrial recreation. Of special interest —

Industrial Recreation as a Resource of War and Peace, by H. O. Roberts, Personnel Director, Servel Limited.

Problems of Financing Industrial Recreation, by E. B. DeGroote, Recreation Director, Servel Limited.

Needed Research in Industrial Recreation, by V. K. Brown, Director of Recreation, Chicago Parks, Chicago.

Title: Employee Service Clubs.

Policyholder's Service Bureau, Metropolitan Life Insurance Co., New York, U.S.A.

Source: Free on request from above organization. May be ordered from Ottawa office.

Booklet. The results of a survey of employee service clubs. However, these service clubs chiefly appertain to long term employees and are concerned with a broader field than recreation. Therefore this publication is not of great value in considering industrial recreation specifically.

Title: Recreation in a Labour Setting.

Author: March, R. 1949.

Source: Purchase: International Recreation Department, United Automobile Workers, 5707 2nd Blvd., Detroit, Mich., U.S.A.

Booklet. A study of the International Recreation Department of the United Automobile Workers and a short survey analysis of the recreation programmes of 15 locals.

Title : Industrial Recreation in North Carolina.

Author: Walker, S. R. 1947.

Source: Loan: Possibly obtainable from North Carolina Recreation Commission.

Thesis. An analysis of the techniques of organization, administration and finance used by 44 companies with respect to employee recreation. The method of preparing tables is interesting.

Title: North Carolina Recreation Review — January-February, 1949.

North Carolina Recreation Society.

Source: Purchase: North Carolina Recreation Society, Inc., Raleigh, N.C.

Periodical. An interesting issue devoted entirely to employee recreation, with reference to many actual companies carrying out a comprehensive programme.

Title: Working With Organized Labour.

Author: Worman, E. C., Director of Industrial Programme Services, Y.M.C.A. 1944.

Source: Purchase: Association Press, 347 Madison Avenue, New York, U.S.A.

Booklet. With recreation as one aspect, this booklet outlines the basic necessities for co-operation between the Y.M.C.A.'s and industries.

Title: Soldiers in Overalls.

Special Services, Y.M.C.A.

Purchase: Association Press, 347 Madison Avenue, New York, N.Y., U.S.A.

Booklet. An outline of the factors involved in maintaining high worker morale during wartime and the significant contribution of recreation in this report.

Persons Interviewed

Mr. G. C. Bernard,
Manager, Ontario Division,
Canadian Manufacturers Association,
Toronto.

Mr. B. Sullivan,
Regional Superintendent,
Unemployment Insurance Commission,
Toronto.

Mr. G. Ritchie,
Regional Director,
Federal Department of Labour,
Toronto.

Mr. J. B. Metzler,
Deputy Minister,
Ontario Department of Labour.

Mr. Howard Conquergood,
Director of Education,
Canadian Congress of Labour,
Toronto.

Mr. F. J. Lyle,
Director,
Trade and Industry Branch,
Ontario Dept. of Planning and Development.

Mr. T. Bartley,
Manager,
Toronto Industrial Commission.

Mr. W. L. Farrar,
Director, Wage Surveys,
Central Ontario Industrial Relations Institute,
Toronto.

Mr. Drummond Wren,
General Secretary,
Workers Educational Association,
Toronto.

Mr. S. Nash,
Community Planning Branch,
Ontario Department of Planning and Development.

Mr. Ford Brand,
Secretary,
Trades and Labour Congress,
Toronto.

Mr. Harry Weisglass,
Director of Education and Research,
Amalgamated Clothing Workers of America,
Toronto.

Mr. R. Presgrave,
Personnel Manager,
York Knitting Mills Ltd.,
Toronto.

Mr. P. Siren,
Mr. A. J. Brooks,
International Representatives,
United Automobile Workers,
Toronto.

Mr. G. Banks,
President, Recreation Club,
Canadian Acme Screw and Gear,
Toronto.

Mr. C. Shumaker,
Personnel Manager,
Goodyear Tire & Rubber Co. Ltd.,
New Toronto.

Mr. G. Alcott,
Personnel Manager,
National Cellulose Company,
Weston.

Mr. K. C. Easton,
Personnel Manager,
Massey-Harris Co. Ltd.,
Toronto.

Mr. D. Lingwood,
Recreation Director,
A. V. Roe (Canada) Limited,
Malton.

Mr. F. McCarthy,
Personnel Manager,
International Business Machines Co. Ltd.,
Toronto.

Mr. E. H. Fetherstonhaugh,
Personnel Manager,
De Havilland Aircraft of Canada,
Toronto.

Mr. S. Wadlow,
Director of Recreation,
East York Township.

Professor A. Klein,
School of Social Work,
University of Toronto.

Miss A. Wilson,
Research Director,
United Electrical, Radio and Machine
Workers of America,
Toronto.

Mr. J. Dane,
Director of Recreation,
Forest Hill Village.

Mr. N. Manchester,
Personnel Manager,
Tip Top Tailors Limited,
Toronto.

Mr. D. T. Pacey,
Supervisor of Employee Services,
Davenport Works,
Canadian General Electric Co. Ltd.,
Toronto.

Mr. J. Price,
Director of Recreation,
T. Eaton Co. Ltd.,
Toronto.

Mr. Oscar Pearson,
Director of Recreation,
Toronto.

Mr. J. Varty,
President, Employees Association,
Canadian General Electric Co. Ltd.,
Toronto.

Mr. H. J. Baptie,
Personnel Manager,
Western Clock Co.,
Peterborough.

Mr. L. H. Ingram,
Personnel Manager,
Quaker Oats Co. of Canada Ltd.,
Peterborough.

Mr. A. McGregor,
Superintendent,
Canadian Sealright Company,
Peterborough.

Mr. R. Perks,
Supervisor of Employment,
Canadian General Electric Co. Ltd.,
Peterborough.

Mr. J. Ross Paisley,
Director of Recreation,
Windsor.

Mr. A. Kennedy,
Personnel Director,
Chrysler Corporation of Canada Ltd.,
Windsor.

Mr. J. Sexton,
Manager of Employees Services,
Ford Motor Co. of Canada Ltd.,
Windsor.

Mr. W. Labutte,
Director of Recreation,
Ford Motor Co. of Canada Ltd.,
Windsor.

Mr. R. Kooi,
Supervisor of Recreation Unit,
Ford Motor Company,
Dearborne, Michigan, U.S.A.

Miss Olga Madar,
Director of Recreation,
International United Automobile Workers,
Detroit, Michigan, U.S.A.

Mr. J. C. Steele,
Director of Recreation,
Chatham.

Mr. G. Foley,
International Representative,
U.A.W.-C.I.O.,
Chatham.

Mr L. O'Brien,
Personnel Manager,
Ontario Steel Products Co.,
Chatham.

Mr. C. Rowland,
Personnel Manager,
Libby, McNeil and Libby Company,
Chatham.

Mr. D. Muggan,
Personnel Manager,
Chrysler Corporation of Canada Ltd.,
Chatham.

Mr. T. Boxall,
Personnel Manager,
International Harvester Co. of Canada Ltd.,
Chatham.

Mr. F. Wise,
Personnel Manager,
Sangamo Company Limited,
Leaside.

Mr. F. Ruttan,
Personnel Manager,
Canadian Radio Manufacturing Co.,
Leaside.

Mr. W. A. Savage,
Personnel Manager,
Minneapolis-Honeywell Regulator Co. Ltd.,
Leaside.

Mr. M. A. Roseborough,
Personnel Manager,
Frigidaire Products of Canada Ltd.,
Leaside.

Mr. A. S. Kennedy,
Director of Recreation,
Oakville.

Mr. R. F. McAllister,
Superintendent Plant No. 2,
Ferro Enamels (Canada) Ltd.,
Oakville.

Mr. H. A. Paulson,
Plant Superintendent,
United-Carr Fastener Co. of Canada Ltd.,
Oakville.

Mr. M. Robinson,
Secretary-Treasurer,
Barringham Rubber & Plastics Ltd.,
Oakville.

Mr. T. Millward,
Plant Superintendent,
Langmuir Paints,
Oakville.

Dr. D. Plewes,
Physical Fitness Division,
Dept. of National Health and Welfare,
Ottawa.

Mr. M. McKinnon,
Director of Recreation,
Ottawa.

Mr. Douglas Mallory,
Director,
Industrial Development Division,
Dept. of Trade and Commerce,
Ottawa.

Mr. A. Dulude,
Commissioner of Playgrounds,
Ottawa.

Miss Jan Rutherford,
Recreation Commission,
Ottawa.

Mr. L. G. Jamieson,
Secretary, Board of Trade,
Ottawa.

Dr. K. C. Charron,
Chief, Industrial Health Division,
Dept. of National Health & Welfare,
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Mr. W. Dunning,
Personnel Manager,
Beach Foundry Limited,
Ottawa.

Mr. C. A. Faith,
Personnel Manager,
R. L. Crain Limited,
Ottawa.

Mr. A. McDonald,
President,
Industrial Recreation Association,
Ottawa.

Mr. D. Muir,
Mr. Ray Alden,
Steel Company of Canada Ltd.,
Hamilton.

Mr. Murray Dick,
Director of Recreation,
Dominion Foundries and Steel Ltd.,
Hamilton.

Mr. A. Ley,
Director of Recreation,
Hamilton.

Mr. L. Sefton,
Area Representative,
United Steel Workers of America,
Hamilton.

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